THE ANALYSIS OF CAREER DEVELOPMENT IN GENERATION Z

THESIS

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ABSTRACT

The purpose of this study is to identify and analyze the career development of Generation Z. In addition, another objective of this study is to explore the application of career development to Generation Z employees. Using a qualitative approach, this study employed phenomenological methods to conduct in-depth interviews with six respondents working in companies in Indonesia. The results of this study suggest that the characteristics of Generation Z, include their advantages and disadvantages, as well as the challenges they face. There are limitations in terms of time, energy, and the researcher's ability in this research. For further research, it is recommended to explore career development in Generation Z in various aspects. In addition, quantitative research can be used to measure the career development of Generation Z in detail.

Keyword: ***Career Development, Generation Z***

FOREWORD

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CHAPTER I
INTRODUCTION

1.1 Background

Labour market dynamics have changed dramatically in an era of globalization and digitalization. Companies must quickly adapt to technological changes, consumer tastes, and industry laws. A nation's labour market significantly impacts its economic development, claims Textor (2024). Given these dynamics, the role of the government in providing many jobs is very important. Meanwhile, employees face the challenge of continually updating their skills to stay relevant and competitive.

This phenomenon produces a more dynamic work environment in which mobility and flexibility are essential for professional advancement. According to Wang (2021), employees will take some steps to reduce the uncertainty they encounter when faced with dynamic changes in the work environment. This increases the likelihood that they will actively modify their tasks in response to challenges and changes. In recent years, job hopping or changing jobs frequently has become a more common practice among professionals, particularly among Generation Z.

Generation Z refers to the generation born between 1997 and 2012. Generation Z members are between the ages of 13 and 28. As a result, Gen Z is currently divided into two groups: those still in school and those entering the workforce. Generation Z is currently one of the most prominent generations in Indonesia's population, comprising approximately 74.93 million people, or 27.94% of the total. Work is essential for Generation Z, which is currently in its productive phase. Generation Z was born in an era when technology began to develop rapidly. They are presently developing alongside the rise of social media, information globalization, and information technology, such as smartphones, streaming, and artificial intelligence. "Generation Z is defined as those born between 1997 and 2012, who are digital natives, having grown up with smartphones, social media, and instant access to information," explains Dimock (2019). By coexisting with technology and social media, Generation Z pays attention to several values, such as

authenticity, innovation, and social life. This is reinforced by the statement of Williams et al. (2015), "Gen Z individuals tend to value authenticity, social justice, and innovation, having matured in a world marked by technological acceleration and global uncertainty."

Many individuals remain confused about the characteristics of Generation Z. Some describe Generation Z as "innovative," "out of the box," "weak-minded," and "spoiled." No matter how Generation Z is referred to, one thing is sure: they have reached the working age and will eventually join a corporation. Generation Z interacts and contributes to the workplace by being more creative, adaptable, and open to change. They have a great desire to be part of diverse projects that have a beneficial impact on the surrounding environment. Several characteristics of Generation Z distinguish this generation from previous generations according to (Kyrousi et al., 2022), namely: (1) Understand the use of technology and have high goals; (2) This generation is entering the college phase and has entered the world of work; (c) Compared to the millennial generation, Generation Z is more daring to take risks; (d) Needs more support; (e) Communication is more often spent digitally; (f) This generation has deficiencies in social skills; (g) Unlike the millennial generation, Generation Z prefers to work individually. According to Nurhadi, D., and Firmansyah, R. (2021), "Generation Z in Indonesia is known as a generation that is very connected to digital technology, has a high desire to learn independently, but also gets bored easily and lacks focus on routine work."

Generation Z has several advantages that set them apart from past generations, including the capacity to be technologically responsive, creative, and innovative. Additionally, Generation Z can multitask and be flexible and adaptable at work. Seemiller & Grace (2016) stated that this generation excels in multitasking abilities, has high technological fluency, and brings a global mindset into the work environment. In addition, they are also driven by goals and a desire to make meaningful contributions. This is reinforced by Turner (2015), who stated that Generation Z is very adaptive and comfortable with rapid change, allowing them to face the challenges of the digital era with creative solutions. Meanwhile, according to (Francis & Hoefel, 2018), "Generation Z exhibits greater digital awareness and

a desire for individuality. They are pragmatic, informed, and comfortable with diversity."

Many narratives claim that Generation Z is weaker than prior generations and lacks decent ethics. In terms of profession or employment, Generation Z values work-life balance. Who knew that, while it is beneficial to their mental health, it may also be a source of weakness. Generation Z's work ethic is primarily reliant on technology. However, they may be distracted by technology at work. With more sophisticated technologies, Generation Z can easily lose attention while working. Singh & Dangmei (2016) stated, "Even though Generation Z is adept with technology, they often struggle with face-to-face communication and emotional intelligence, which are critical in team-based work environments." Generation Z has few long-term partnerships at work. Gen Z may have fewer professional relationships than prior generations. This may limit their access to job possibilities and future career development. Gen Z may have high expectations for career development. According to Schroth (2019), "Generation Z expects quick feedback and rapid career progression, which can lead to impatience and difficulty adjusting to long-term organizational goals."

Generation Z must adapt to a corporate culture and ideals that may not align with their expectations. This generation is frequently perceived as impatient and expecting immediate results, which may conflict with more conventional business cultures that value patience and loyalty in career development. Some challenges for Generation Z include communicating with coworkers from other generations. Generation Z prefers digital communication channels like instant messaging and social networking, which differ from traditional professional communication approaches. Schroth (2019) states, "Gen Z may struggle with interpersonal communication and conflict resolution because they rely on digital interaction rather than face-to-face experiences." Growing up in a casual, digital-first world, Generation Z may struggle with traditional office etiquette, such as formal communication, professional dress rules, and hierarchical structures. Bridging this gap needs companies and employees to set clear expectations and be adaptable. Sari & Lestari (2022) state, "Companies in Indonesia face challenges in managing Gen

Z employees because they demand more work-life balance, change jobs frequently, and need fast feedback."

Approximately 64% of employees seek positions facilitating ongoing growth and development. This emphasises the need for organisations to implement career development strategies to recruit and retain top people. In the words of Greenhaus et al. (2010), "Career development is crucial for individual growth, job satisfaction, and accomplishing organizational goals, making it a key aspect of human resource strategy." Career development is the process of developing employees' work abilities to reach their desired career. Career development can be achieved through various employee activities that assist individuals in planning their future careers at work, allowing both employees and businesses to grow to their full potential. Career development encompasses multiple activities, including attending training and community events, expanding professional networks, and pursuing opportunities to take on additional work responsibilities by broadening your horizons and contributing value with new experiences and talents. Career development is an organization's effort to plan its employees' careers, also known as career management, which includes career planning, implementation, and supervision (Sinambela, 2016).

This study differs from prior studies, incorporating hypotheses regarding Generation Z and career development. While earlier research may have concentrated on a single area or generation, this study simultaneously assesses Generation Z's requirements and expectations. Researchers are currently focusing on building successful career development strategies for Generation Z employees in the context of globalisation.

This study aims to identify and analyze the career development of Generation Z. It is crucial because it is fascinating to learn more about how Generation Z develops their careers. In Indonesia, Generation Z's career development exhibits several traits. According to Wardono and Hanifah's (2020) research, job seekers in Generation Z possess several characteristics, including social, status, and altruistic traits. Generation Z needs excellent career planning to

provide the best human resources for an evolved Indonesia. Career development planning for Generation Z can also help them overcome various obstacles.

1.1 Research Focus

a. The objects in this study are Generation Z, currently working in a company.
b. The research problem focuses on the career development of Generation Z.

1.2 Problem Formulation

a. What are the characteristics of Generation Z in the workplace?
b. What are the main advantages and disadvantages of Generation Z in the workplace?
c. What are the challenges of Generation Z in the workplace?

1.3 Objective

a. To find out the characteristics of Generation Z in the workplace.
b. To find out Generation Z's main advantages and disadvantages in the workplace.
c. To find out the challenges of Generation Z in the workplace.

1.4 Benefits of Research

a. Theoretical benefits: to contribute to the development of science.
b. Practical benefits: provides benefits for researchers in the form of increased insight and for readers, namely, being able to provide information or serve as a reference.

CHAPTER II
LITERATURE REVIEW

2.1.1 Generation Z

Generation Z is one of Indonesia's largest generations, comprising approximately 74.93 million people, or 27.94% of the population. Overall, Generation Z was born between 1997 and 2012. Generation Z understands that rewarding employment includes opportunity for skill development, personal growth, and career promotion within the organisation. Generation Z has more flexible, meaningful, and rapidly expanding career demands. According to Seemiller & Grace (2016), Generation Z is a generation born after 1995 and raised in an age of advanced technology. They are more autonomous, globally aware, and pragmatic than earlier generations. "Gen Z also prefers experiential learning and meaningful work consistent with their values." This motivates organisations to redesign career systems that are adaptable and personalised.

Generation Z is called digital natives, meaning they were not only born during the technological period, but also use technology in all aspects of their lives. As digital natives, they are accustomed to utilising technology from an early age and do not require time to adjust to new technologies (Gentina, 2020). According to Urba et al. (2024), this generation grew up during the digital era with significant advancements in information technology. Technology-based learning is essential for satisfying learners' demands, with audio-visual learning modalities particularly effective.

According to Maraba & Bulut (2021), "Young Generation Z shows individualistic, enterprising, and cost-conscious traits in the workplace. They are all-rounders. They want independence, but can work well in teams if their superiors give them the proper supervision and feedback. Although Generation Z is considered too individualistic, they get direction, input, and feedback from leaders and colleagues. They can work well, so they feel supported by all parties to improve their performance in the future.

On the other hand, according to Hidayat & Linando (2024), "Generation Z in Indonesia who maintain a work-life balance and lead a healthy lifestyle have been shown to have superior mental health". Generation Z, who have entered the workforce, pay attention to the balance between work and personal life in detail. This can make Generation Z comfortable in their work.

Ramadhani & Khoirunisa (2025) claim that "Gen Z is distinguished by being highly digital, independent, and prioritising flexibility in both work and communication." Their communication style is the main way technology affects their way of life. With digitalization, Generation Z prioritizes flexibility in communicating and working. So, most of Generation Z can do several jobs at one time. According to Francis and Hoefel (2018), Gen Z expects honesty, adaptability, and diversity in both the workplace and social settings. As a result, the approach to this generation must consider collaborative work methods and technology as the primary mode of communication and productivity.

Muhammad Amrullah et al. (2025) state that, given Generation Z's distinct traits and expectations, the workplace may see new opportunities and difficulties. To address their needs in the future, it is crucial to develop creative and forward-thinking strategies. For instance, reaching the highest level of competitive self-potential, empowering every employee, and fostering a positive work environment. So, in certain instances, Generation Z can shift careers directly. This is consistent with Putri and Hartono's (2025), which claimed, "Generation Z tends to have a short working period; as many as 31% only last 1-2 years in the workplace, and many choose to leave if they feel unsuitable, even within 1-3 months."

2.1.2 Career Development

Planning, skill development, work experience, and personal learning are all components of career development, which is an ongoing process that helps people reach their professional and personal objectives. According to Rinadra et al. (2023), career development is a process that aims to enhance employees' abilities and motivate them to perform better in their intended careers. Career development is a process that must be undergone by an employee so that they can improve their potential and increase their work motivation. So, they can achieve their maximum

potential. Employees who achieve maximum potential will get the position or salary they want. Generation Z must take advantage of this so that they can get the position they want. Career development is managing individual advancement through job learning (Hulu et al., 2024). The career development process can be in the form of training, workshops, seminars, and can be accommodated by an organization or company. With this, an employee can improve their self-development in the future.

According to Hady (2013), career development is when a person's standing within an organisation rises through the career path chosen. Career development increases an employee's knowledge, skills, or positions, as accommodated by the company or organization concerned. With this, Generation Z must take advantage of training and other things to support their career development so that they can improve their knowledge, skills, or positions. In line with Hasibuan (2016), he stated, "Career development is an effort made by an organization to improve the abilities, competencies, and positions of employees through a predetermined career ladder system." With that, employees can improve their skills, knowledge, and experience in the future by utilizing the career development provided by the organization or company.

According to Siagian (2006), the following elements influence an employee's career development: Work performance. The most significant component in advancing and growing a career is acknowledgement from those aware of an employee's qualities and work performance, devotion to the organisation, and support from subordinates. Employees' work performance, affirmation of employee performance, loyalty to the organization or company, and support between employees greatly affect employee career development. Career development can be influenced by several things, one of which is an employee's work performance. With this, employees from Generation Z must improve their skills, experience, and knowledge to achieve good work performance. So, their career development can increase. In line with Mondy and Noe (2005), "Career development is strongly influenced by individual performance, as employees who demonstrate high performance are more likely to receive promotions and development opportunities."

According to Mangkunegara (2013), career development is an employee activity that assists employees in preparing for their future careers, allowing the agency and the employees involved to flourish effectively. Career development is a supporting tool for employees so that they can improve their careers in the future. Before entering work, employees from Generation Z can follow career development programs independently or have been accommodated by the organization or company, so that they already understand their work and can improve their skills, knowledge, and experiences in the future. In line with Sedarmayanti (2017), she stated, "career development is a planning process carried out by organizations to help employees prepare for their future, while increasing the organization's effectiveness." With this, employees should be able to improve their career development well. So, their company or organization can run effectively.

Permata Sari & Candra (2020) stated, "career development is the ongoing improvement and advancement of a person's abilities, knowledge, and professional experience to attain personal and professional objectives." Career development is a process to improve a person's knowledge, skills, and career level to achieve their goals. Generation Z employees must be aware of career development so that they can achieve their career goals in the future. In line with Werner and DeSimone (2012), "career development focuses on providing employees with opportunities to improve their skills and grow professionally to meet organizational and personal career goals." With career development benefits provided by companies or organizations, employees can take advantage of this for personal and company benefits.

Dewi & Utama (2016) define career development as a lifelong process of managing one's work and learning experiences to enhance skills, broaden knowledge, and attain personal and professional goals within the context of one's career. Career development must be carried out throughout life so that someone can achieve their career goals in the future. Employees must also be willing always to learn to gain knowledge and new experiences in their future career. A Generation Z employee is required to be able to manage their career development so that they can achieve their professional career goals in the future. In line with Greenhaus et al. (2010), "career development is a series of activities and positions involved in an

individual's career, as well as the related attitudes, knowledge, and skills developed at each stage."

However, studies also show challenges in Gen Z's career development, such as low resistance to pressure, a tendency to get bored easily, and a desire for instant results (Chillakuri, 2020). A work environment that is too rigid or does not provide enough room for innovation can hinder their career development process. As a result, Gen Z's career development is inextricably linked to a more personalised, digital, flexible, and collaborative approach. Organisations must develop strategies for this generation's needs and values to maximise retention and growth. In line with Orkan and Solmaz (2015), "Generation Z employees are impatient, easily distracted, and resistant to hierarchical structures, creating barriers to career development in conventional workplaces." With these things in mind, a Generation Z employee must be able to adapt to any existing work environment so that it does not create a barrier to their career development in a conventional workplace.

Career development is one of the key factors that attracts Generation Z to a job (Heriyanto, 2024). Career development is one factor that can spark Generation Z's interest in entering the workforce. Generation Z needs clear career development in the future. Career development can help Generation Z increase motivation in the workforce. And they can direct themselves toward their future career goals. According to Putra & Pertiwi (2022), who bolstered the earlier statement, "Generation Z tends to choose jobs that provide opportunities for self-development, flexibility, and personal meaning in their careers." With this, Generation Z pays close attention to several aspects, such as self-development and flexibility to support their career development.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Approach

This study utilized qualitative research and approaches to uncover details of difficult-to-understand events. Qualitative research is commonly used in social and behavioral sciences, including organizational, group, and individual studies. According to (Creswell & Creswell, 2017), qualitative research focuses on understanding the complexity of human behavior in a social context and how individuals give meaning to their experiences. Qualitative research involves describing and analyzing reality, social activities, behavior, and thoughts of individuals or groups. Tenny et al. (2022) claim that qualitative research gathers participant behaviour, perceptions, and experiences, which supports this assertion. It deals with the hows and whys rather than the how many or how much. In qualitative research, data is analyzed through narratives rather than statistics. Data collection involved thorough observation, precise descriptions, interview notes, and document analysis.

This research explores the impact of Generation Z on their career development. Qualitative Approach, this approach enables researchers to go deeper into a phenomenon, gain context, and capture meaning that a structured quantitative approach may miss. Qualitative research involves in-depth exploration of individuals' viewpoints through interviews, observations, or text analysis. The researcher aimed to study the impact of particular organisational experiences on work readiness. Furthermore, the researcher's goal is to employ a qualitative method

because it is relevant. The lack of research on this issue necessitates a more thorough strategy to gather comprehensive information.

3.2 Respondent

The number of sources or respondents for this study was 6. Previous research identified saturation as a key factor in choosing the optimum sample size in qualitative research. There is a lack of clear criteria for operationalizing burnout beyond its core premise. The researcher initially attempted to collect a sample of 3 people, after which the deficiencies were evaluated. Following that, the researcher interviewed up to 6 respondents who had already discovered findings that pointed in their direction. The characteristics of suitable research sources are:

1. Have a minimum of 2 months of work experience. (I include a minimum of 2 months of work experience because the employee/respondent has successfully passed a probation process, so the answers to the questions in this study can be accounted for.)
2. Those born from 1997 to 2012 (Generation Z).
3. Currently working at a company.

Table 1. Research Responsible

No	Name	Major	Industry	Job	Working Experience
1	DAR	Psychology	Outsourcing	Talent Acquisition	2 Years
2	ACD	Informatics	Outsourcing	Agent Operation	9 Months

3	NA	Management	Law	Marketing Team	8 Months
4	DES	Law	Court District	Staff	1 Year
5	RRP	Management	Automotive	Sales	5 Months
6	AS	Management	Textile	Shipping and billing	1 Year

3.3 Research Data

3.3.1 Research Instrument

In this qualitative study, the researcher is the research instrument since he completely understands and adapts to the social settings encountered in his research (Abdussamad & Sik, 2021). Qualitative research instruments are required to determine the problem that is the focus of the research. This research will examine career development in Generation Z.

As a critical instrument, researchers must have a broad understanding of the research issue and the ability to dig deeply into data. According to Moleong (2016), researchers can adapt to the study circumstances, expand their knowledge through practical experience, and explain and summarize.

3.3.2 Data Collection Method

Interviews were chosen as the data collection strategy for this study as they provide researchers with a comprehensive insight into respondents' experiences, attitudes, and beliefs regarding the research objectives (Stewart & Cash, 2000). An interview is an interactive communication process between two parties, at least one with a predictable and important goal, that usually involves questions and answers.

Interviews are typically used in qualitative research and involve the researcher asking generic, open-ended questions to one or more participants and recording their responses (Creswell, 2012). In this study, interviews were conducted with six respondents via online meeting. Due to restricted space and the considerable distance between researchers and sources, the interview was performed online using Zoom meeting media to improve its effectiveness and efficiency.

3.4 Data Analysis

Researchers use thematic data analysis. According to Arnold (2006), thematic analysis is a technique for detecting, analysing, and reporting patterns or themes in data. Thematic data analysis uncovers themes and patterns in qualitative data to gain a deeper understanding of career development in Generation Z. This strategy is adaptable. It can manage complicated and diverse data by identifying and understanding themes or patterns. The following is an example of the data analysis process carried out by researchers.

Table 2. Data Analysis Process

Respondent	Verbatim	Theme
RRP	The characteristics of Generation Z, I can probably say that they use feelings more often.	The characteristics of Generation Z
ACD	The advantage of Generation Z is that they are very creative and active, then the disadvantage of	The advantages and disadvantages of Generation Z

	Generation Z is that they easily lose enthusiasm.	
NA	The challenges faced by Generation Z are when they discover new things in their jobs and start their careers.	The Challenges of Generation Z

3.5 Data Validity

Data validity measures the accuracy and reliability of information within a dataset or database. It involves verifying that the data conforms to predefined standards, rules, or constraints, ensuring the information is trustworthy and fit for its intended purpose. According to Zuldafrial (2012), "data validity is the equivalent of the concepts of validity and reliability depending on the version.

The credibility of research findings is an important indicator of the quality of a research project. Researchers used peer debriefing to test the legitimacy and significance of qualitative data analysis outcomes after the field (Haryoko et al., 2020). According to Komariah (2014), peer debriefing is a discussion process with colleagues familiar with the research being undertaken to eliminate subjectivity in data analysis and processing. In this study, data was tested with the assistance of a supervisor who possessed a deeper understanding and insight than the researcher.

CHAPTER IV
RESULTS AND DISCUSSION

4.1 Research Result

Based on the data analysis, researchers discovered the parallels and differences between work experience and organisational experience, and the role of student organisations in alumni work preparedness. The researchers described the following findings.

4.1.1 The Characteristics of Generation Z in The Workplace

The characteristics of Generation Z in the workplace are a common topic to discuss, especially when the previous generation does not yet know in detail about the characteristics of Generation Z in the workplace, because Generation Z has only entered the workforce in the past few years. One of the questions that often comes to the surface is what the character of Generation Z is like before and after entering the workforce. One question that often comes to the surface is how the character of Generation Z before entering the workforce can be a good indicator when a Generation Z applicant applies for a job?. Based on the results of the interviews that have been conducted, the characteristics of Generation Z in the workplace are that they are technology-savvy and prioritize their feelings when they get something new; they experience it differently than other generations. Then, they became calm and agile, and Generation Z could positively change the work atmosphere. Then, Generation Z requires support between employees and a good work environment. Lastly, Generation Z is responsive to significant changes in their work.

Researchers interviewed AS sources, who said, "*As far as I know, Generation Z is a tech-savvy* generation. " This statement suggests that employees from Generation Z are literate in technology to support the career development they are pursuing. Increasingly advanced technology can be a good tool for Generation Z to work well.

In interviews that researchers conducted with RRP sources, the sources said that "*for their characteristics, maybe I can say they use feelings more often because*

if I look at it for my generation, yes, this is not all of them, some of them when they receive pressure prefer to tell their close friends who are usually close. So that can backfire on them. Supposedly when they say they get pressure from the company like that, they should not tell stories but to add to the knowledge they lack, for example lacking in section A, maybe they can deepen that knowledge so that the pressure is reduced, they should be like that and most still use individualistic feelings so it is not easy to cooperate, so that is what I think." From this statement, it can be concluded that Generation Z prioritizes their feelings when they experience something new, and often tells personal things to their closest friends, sometimes, when they are pressured at their jobs. They tend to always tell their coworkers about their problems, and when they get criticism or advice, sometimes they do not take it well.

Researchers interviewed DES sources, who said," *Their character is calm and agile; in this case, they are calm*." From this statement, it can be concluded that Generation Z is calm and agile in the workplace. With their calmness and agility, it is hoped that they will be able to face work situations that can change significantly.

In interviews that researchers conducted with ACD sources, the sources said that, "*He can change the atmosphere like that in a positive way. For example, if the work situation is too serious, it can be more fluid if there is Generation Z, as they can communicate with superiors more relaxedly. Not so tense or stiff."* From this statement, it can be concluded that when Generation Z is in the workplace, they can lighten the work atmosphere, which was initially tense or stiff, to become more relaxed between employees of different generations. With this, it is hoped that the relationship between generations in an organization or company can run well, so that the performance of the organization or company can increase significantly with good relationships.

In interviews with DAR sources, researchers said, "*They can work if their environment supports them. However, if it does not support them, they cannot work. That is Gen Z, in my opinion, now, so if their environment is not on the same frequency as theirs, they will not be more professional in their work. I said earlier that Gen Z must be able to target the process because it is impossible for their work*

environment to always be the same as what they want." Based on this statement, Generation Z needs support from other employees and a good working environment. With a supportive work environment, Generation Z is expected to work well. However, Generation Z must also build a supportive work environment between generations in the organization or company. By building a good work environment, Generation Z can improve their future career development.

In interviews that researchers conducted with NA sources, the sources said that, "*In my opinion, being adaptive here means having to be responsive, having to be quick to be aware of changes because we know that changes will continue, the world will continue to turn, it will continue to change, and digitalization will also continue to increase. How can they get out of their comfort zone? Well, they have to be able to respond quickly to changes and challenges, because, for example, like Covid yesterday, we faced Covid, but how do we immediately adapt to the presence of Covid? Same with things that will probably happen in the future. The world of change is not only in the world, but also in the workforce, like we also have to be able to adapt to our friends around us and how we adapt to our seniors or superiors or for example how we treat ourselves in the workplace so that later we can support our skills or support the career we want in the company. So if, for example, asked about their characteristics, it is more about how they adapt, in my opinion, it is more about that."* From this statement, it can be concluded that Generation Z has to be responsive to the significant changes that happen in the world. With substantial changes in Gen Z jobs, they are highly responsive to changes around them. They can adapt quickly with support from all parties.

Table 3. The characteristics of Generation Z

Main Point	Description
Technology-savvy	Living with technology, Generation Z is highly adept at using technology in their work.
Prioritize their feelings	Generation Z puts their feelings first in all situations, so they cannot

	differentiate between advice and insults.
Calm and Agile	Generation Z is more agile and calm when dealing with any situation.
Positively, it can change the work atmosphere.	Generation Z easily changes the work atmosphere from being stiff to being closer to each other and more cheerful.
Responsive to significant changes	Generation Z is more responsive to significant changes in the changing work environment.
Needs support from others	Generation Z needs help and support from their coworkers so they can work well. A good working environment can also influence Generation Z in doing their jobs.
Main Point	Description
Technology-savvy	Living side by side with technology, Generation Z is highly adept at using technology in their work.
Prioritize their feelings	Generation Z puts their feelings first in all situations, so they cannot differentiate between advice and insults.
Calm and Agile	Generation Z is more agile and calm in dealing with any situation they face.
Positively can change the work atmosphere	Generation Z easily changes the work atmosphere from being stiff to being closer to each other and more cheerful.
Responsive to significant changes	With the changing work environment, Generation Z is more responsive to significant changes.

Needs support from others	Generation Z needs help and support from their coworkers, so they can work well. And, a good working environment can influence Generation Z in doing their jobs.

4.1.2 The Advantages and Disadvantages of Generation Z in The Workplace

The advantages of Generation Z are currently a hot topic being discussed by employees from groups other than Generation Z, and are to be studied further. The question that often arises on the surface is What are the advantages of Generation Z in the workplace? Based on the results of the interviews that have been conducted, the advantages of Generation Z in the workplace are that Gen Z has more energy/power, they are very open to the latest technology, and Generation Z is creative and active. Then, Generation Z has good innovation and employee branding. Then, Gen Z is more agile; they do not comment much on anything.

In interviews that researchers conducted with RRP sources, the sources said that, "*Maybe for the advantages in this generation Z, maybe like the energy is maybe bigger, yes in this generation z because most like me are also included in generation Z, it is more deceiving leaders who have been around for a long time Oh yes the work Hi and can also choose many other companies that are more beneficial like that so for generations that maybe others like in this generation only have a few options for companies that are beneficial Oh that's right for the previous generation maybe not like in the generation there is a lot of online training training maybe on Instagram there are also business schools or schools what's the name online management maybe for accounting now it's rampant on social media so the advantage in this generation z is that they can also deepen the knowledge they need in each company if in the previous generation maybe for things like teaching management accounting and others it was still lacking, yes if now it is more accessible only with social media, you can't deepen your knowledge, you can take classes."* From this statement, it can be concluded that they have more energy/power, so they do not get tired easily and get sick. Then, they are very open

to the latest technology. Generation Z has excellent energy and endurance, which can support the development of their careers. All employees must be able to adapt to all conditions that may occur in the future, which requires strong endurance and mentality.

The opinion of the ACD source *also supports this: "They are literate and play using technology and tools like this and that.*" From this statement, it can be concluded that Generation Z is used to coping with technology. By being alongside increasingly advanced technology from an early age, Generation Z can master technology through several platforms. So, by mastering the existing technology, they can utilize it to support their work well.

During the interview, the AS resource person also agreed with the other resource person's statement. The resource person stated, "*In my opinion, Generation Z is more tech-savvy. So, they can better teach technology to the previous generation*." From all the statements above, Generation Z is more literate in the latest technology and can use it to become creative individuals in their work.

During the interview, the NA resource person also agreed with the statement of the other resource person. The resource person stated, *"I feel this because we live alongside technology. So it is indeed inseparable from digitalization. So indeed, creative, innovative things happen quickly; for example, we have an idea, and then, because of technology, we want to create it. Then we are helped by Canva or whatever, so the creative ideas are quite high, and also the same as this, in my opinion."* By being side by side with increasingly advanced technology from an early age, Generation Z can utilize technology to enhance their creativity and innovation. Moreover, they can utilize several digital platforms very well. They can come up with several or even many brilliant ideas with the help of this increasingly advanced technology.

In interviews that researchers conducted with DAR sources, the sources said that "*Generation Z is good at innovation because sometimes we do not think about it, but they do. Gen Z is more expert in many jobs, and they understand them very well. So, like systems that have been around for a long time, they can be made easier by them. That is it and I am also very sure that Gen Z is brilliant in Employee*

Branding because branding is very Gen Z. Their era was born from TikTok, Instagram, they know how to create content that is better than the previous generation, which also rarely played TikTok or Instagram and friends follow current trends like what can increase the value or the company itself, so they say Gen Z is." From this statement, it can be concluded that Generation Z has good innovation and employee branding. Generation Z can come up with brilliant ideas that no one ever expected. They can master several aspects of work and the systems that are running. Moreover, they can build their employee branding well. Generation Z is noted for being technologically proficient and active on various digital platforms. This capacity provides them with an excellent opportunity to develop and strengthen their branding. By effectively using social media to share their portfolio, ideas, or personal successes, they can present a strong professional image, reach a larger audience, and draw the attention of potential recruiters or collaborators.

Table 4. The advantages of Generation Z

Main Point	Description
Generation Z has more power	Generation Z has better energy and endurance, because in terms of age they are younger. With that, they can do everything that supports their future career development.
Generation Z is open to the latest technology	With Generation Z mastering the current developing technology, it is hoped that they can provide direction and teach the previous generation about current technology.
Generation Z is creative and active	By living side by side with technology, Generation Z can take advantage of the advantages of technology, so that they can be more creative and active at work.

Generation Z has good innovation	Generation Z has great innovation and sometimes they can innovate in ways that no one expected before.
Generation Z is agile	Generation Z is very agile in their work. With this, it will be an advantage for them in the future. Because, currently everyone is required to do work quickly and accurately at the same time.

The disadvantages of Generation Z are currently a hot topic being discussed by employees from groups other than Generation Z, and are to be studied further. The question that often arises on the surface is What are the disadvantages of Generation Z in the workplace? Based on the results of the interviews that have been conducted, the disadvantages of Generation Z in the workplace are that Gen Z is less focused, they cannot be loyal and consistent in their work, they are easy to lose enthusiasm for work, their work ethic is lacking, Gen Z is too idealistic, and they cannot appreciate the process, Gen Z has difficulty with communication, They tend to be individualistic people, and Gen Z's straightforward way of communicating.

In interviews that researchers conducted with RRP sources, the sources said that, "*If the shortcomings of generation z in the workplace are perhaps with the ease of technology, they become less focused because of the many options because in the company there is the development of science and technology, the faster the more so they are some of the generation Z, some of whom should have worked in company A as accounting, for example, they can access learning in the field of marketing, for example, later when they can when they are not focused, they can move to another section, maybe in the marketing section, so for the company itself, there are not many who may not be consistent or loyal in a company like that."* From this statement, it can be concluded that while Generation Z is very tech-savvy, their proximity to digital devices presents unique issues in the workplace. Easy access to social media, instant messaging, and entertainment apps can be significant

sources of distraction, which have the potential to diminish focus and productivity when completing tasks.

In interviews that researchers conducted with ACD sources, the sources said that, *"They easily lose their enthusiasm. Like this, can it develop into something like their work ethic is lacking, not a complaint, a little less than the previous generations?"* From this statement, it can be concluded that they are prone to losing enthusiasm for work, and their work ethic is lacking. Generation Z easily loses work enthusiasm when the work environment does not support their development.

In interviews with DAR sources, researchers said, "*The first drawback of Gen Z is that they are too idealistic. Suppose I say that they see themselves or are higher, well. In that case, that is what I am confused about, so it is confusing, they are like hoping that they mean a company with a fantastic salary according to the knowledge they get, everyone wants that, but Gen Z is a process, you are new. You just started working, and you do not have any experience yet. That is what I said, that should be cultivated first, you know, you have to plant it first, appreciate the process, if you feel capable, I am sure you can work in a year or two, move up to a higher level with a better salary, but you have to know the process, if Gen Z is lacking. There, they think idealistically and cannot do it, cannot appreciate the process, so that is what they start because many of my friends will graduate in the year two thousand twenty-two, many media outlets in two thousand twenty-four have not worked yet. They have been unemployed for two to three years to get their desired job."* From this statement, it can be concluded that Gen Z is too idealistic and cannot appreciate the process. Generation Z always wants instant results and a high salary, but on the other hand, their current skills and knowledge are not yet sufficient to get a high salary.

In interviews that researchers conducted with NA sources, the sources said, *"Maybe Hari, because maybe because we are like this, we work on the screen, and then what will it be like by phone or by Zoom or by Whatsapp or by Group, right? So maybe what needs to be prioritized is more about communication, like how we do it, for example, I am not saying that in my company the communication is not good, not good communication, but maybe because we are used to it, right, by*

phone, so it is like when we have something important, we chat, like Apple does work, work. They are more afraid to try; as I said earlier, they are afraid to try. Even though it is not necessarily the same as the fear they are carrying out." From this statement, it can be concluded that Gen Z has difficulty with communication and is afraid to try new things in their work. The communication style of Generation Z with other generations is still not good, because Generation Z is accustomed to communicating through available social media. However, different generations, such as Generation X and Boomers, do not like the communication style through social media, because their generation prefers direct communication.

In interviews with DES sources, researchers said, *"For their shortcomings, they usually tend to be individualistic, so they are tough to socialize with coworkers or more difficult than others when they are alone. Sometimes, when told, they prioritize their ego, even though their actions are sometimes based on existing facts. Less able to accept suggestions or get from other people. However, it goes back to each individual. They are fine, they tend to be more individualistic."* From this statement, they tend to be individualistic people. Generation Z is more self-centered at work. So, they cannot socialize well with coworkers.

In interviews that researchers conducted with AS sources, the sources said, *"In my opinion, there is a shortcoming; the current generation is more about the name. Their communication is usually outspoken, and it is hard for people to put things in their place because."* From this statement, it can be concluded that Gen Z is a straightforward communication method. Sometimes, their coworkers struggle to understand what Generation Z is saying. Also, their coworkers can feel offended by Generation Z's communication style.

Table 5. The disadvantages of Generation

Main Point	Description
Generation Z is less focused.	With technology side by side, some things can distract Generation Z from their focus while working, preventing them from doing their work consistently.

Generation Z cannot be loyal.	With a work environment that already seems a bit harsh or unsupportive, Generation Z finds it easier to job hop quickly.
Generation Z is prone to losing work enthusiasm.	Generation Z easily loses work enthusiasm when the work environment does not support their development.
Generation Z tends to be individualistic.	Generation Z is more self-centered at work. So, they cannot socialize well with coworkers.
Generation Z lacks communication skills.	With today's latest technology, Generation Z prefers to communicate through social media on their gadgets. So, when they communicate with employees across generations, they experience some difficulty.
Generation Z is too idealistic.	They become more idealistic because they think they have high value, which results in them expecting a high salary when they are still fresh graduates. However, when they work, they have not mastered all the jobs they will do in the future.
Main Point	Description
Generation Z is less focused	With technology side by side, some things can distract Generation Z from their focus while working. They cannot do their work consistently.
Generation Z can’t be loyal	With a work environment that already looks a bit harsh or unsupportive,

	Generation Z finds it easier to job hop in a short period.
Generation Z is easy to lose work enthusiasm	Generation Z easily loses work enthusiasm when the work environment does not support them in developing.
Generation Z tends to be individualistic people	Generation Z is more self-centered at work. So, they cannot socialize well with coworkers.
Generation Z lacks communication skills	With the latest technology today, Generation Z prefers to communicate through social media on their gadgets. So, when they communicate with employees across generations, they experience a little difficulty.
Generation Z is too idealistic	They become more idealistic because they think they have high value, which results in them expecting to get a high salary when they are still fresh graduates. However, when they work, they have not mastered all the jobs they will do in the future.

4.1.3 The Challenges of Generation Z in The Workplace

The challenges of Generation Z in the workplace are currently a hot topic being discussed by employees from groups other than Generation Z and will be studied further. The question that often arises on the surface is, what are the challenges of Generation Z in the workplace? Based on the results of the interviews that have been conducted, the challenges of Generation Z in the workplace are their inability to maintain their focus while they are working. Then, they may have lost their work enthusiasm, lack work motivation, fear when starting a job/encountering

something new, and Gen Z easily feels comfortable in their zone. Communication between employees is a new challenge they face.

In interviews that researchers conducted with RRP sources, the sources said that *"They are easy to lose focus while working."* From this statement, it can be concluded that they struggled to focus on their jobs. With the increasingly advanced technology today, several jobs can be done simultaneously. However, this can trigger a loss of focus while they work.

In interviews that researchers conducted with ACD sources, the sources said that, *"maybe lost the spirit, or maybe the work environment that may not support daily development like that. However, maybe from the worker's work environment, the work environment does not support developing a career, which is the challenge."* From this statement, they may have lost their work enthusiasm, or their work environment may not be supportive. The work environment significantly influences how Generation Z can build the work enthusiasm they experience while working.

In interviews that researchers conducted with DAR sources, the sources said that *"Gen Z challenges. So in my opinion, Gen Z is a type of person who is quite curious, and they can develop because they follow the times. However, one of the challenges of Gen Z today is that they still have to be spoon-fed, so they are still who they were when they were in college, they had many ideas, they had many ideas on how to develop themselves, their potential is good, but when they enter the world of work, they are stuck, they have been interviewed here and there, but they do not get advice, they did not get it yesterday, so they feel inferior about their thoughts. That is where it should be; from there, they should be lacking in establishing connectivity. So, like connections between companies or getting to know other social groups or getting a win from another company's HR, namely those people there, and it is not lacking, more precisely, they do not know how to find it, so the challenge is that now there are so many unemployed people. However, on the one hand, HR had a hard time finding people at that time, that is it."* From this statement, it can be concluded that there is a lack of work motivation, no loyalty to the company, and a lack of connectivity. Although Generation Z has excellent potential, sometimes they do not have connectivity to individuals or companies. It

makes their career development stuck in some cases. Thus, Generation Z today must have connectivity to all existing networks.

In interviews that researchers conducted with NA sources, the sources said that, *"Maybe our friends who are Gen Z can be said to be like they have experienced covid or for example they have experienced the difficulty of a thesis or the difficulty of exams, all sorts of things, so it is like some of them have started to feel afraid even though they have not tried it or for example, like in the office, for example, he works and his boss gives him an opportunity but he feels like oh, I do not think I am suitable. I do not dare because I have never had one in this field. Well, I think that is one of the challenges that Gen Z has to face now because fear is like a pest that eats away at our minds; we want to, but we are afraid, even though we are. Second, a sense of comfort. Why a sense of comfort? Because most of us have started to feel comfortable with our lives that we live with the positions that we already hold and have started to do something, for example, like we are already comfortable like this, we want to try something else, even though we have many opportunities offered from outside, I think we are given the opportunity for a small example, like being a resource person, for example. However, they do not want to try it."* From this statement, it can be concluded that fear is present when starting a job or encountering something new in a job, and Gen Z easily feels comfortable in their comfort zone. Generation Z sometimes feels less confident when encountering new things in their jobs, even though their superiors believe in their abilities.

Statements from DES sources support the statement above, the sources said that *"the challenges faced by Generation Z when working, according to me and my friends in my generation, are about new things that have never been obtained before. Especially for First timers or in this video fresh graduate who have just worked in a company or office environment between theory and practice that they are currently undergoing, the challenges must be different because there are new things that they did not get when they were in college or at school, they have to teach it themselves or ask seniors in the office."* From this statement, it can be concluded that when a Gen Z member encounters something new in a job, they do not know how to navigate or cope with it. Generation Z does not yet know how to

overcome these challenges. Therefore, they need supervision and guidance from their superiors.

In interviews that researchers conducted with AS sources, the sources said that, *"In my opinion, the most important thing is high communication because let's say we will have different generations, long ways of thinking with thought patterns and so on, and so on, it is very different. Communication is the most influential thing; we must learn English."* From this statement, communication between employees is a new challenge they face, and learning other languages. Generation Z is encouraged to adapt to the communication styles of their coworkers so that they can overcome the challenges they face. In today's era, it is important to master a foreign language because this can help individuals and their organizations or companies build good relations with foreign parties.

Table 6. The challenges of Generation Z 1

Main Point	Description
Generation Z maintains its focus	With increasingly advanced technology, sometimes it can make Generation Z easily lose focus because of the many tasks or jobs they do at one time. So, it can trigger confusion in the work they are doing.
Generation Z feels comfortable in its comfort zone	Generation Z finds it difficult to get out of their comfort zone when they find an environment that supports them to grow. Sometimes, a job requires something new to create a new opportunity in the work they do.
Generation Z connectivity	Although Generation Z has great potential, sometimes they do not have connectivity to individuals or companies. So, it makes their career development a bit stuck in some cases.

Generation Z encounters new things	Generation Z sometimes feels less confident in their abilities when they encounter new things in their jobs. Even though their superiors believe in their abilities.
Generation Z Communication between employees	Generation Z has difficulty communicating well between generations in their workplace. Because there are differences in the way of communicating between generations.
Generation Z maintain its work enthusiasm	Generation Z has a little difficulty in building their motivation and work enthusiasm when their work environment does not support their career development.

4.2 Discussion

4.2.1 The Characteristics of Generation Z in The Workplace

The results of an in-depth analysis of the existing data, researchers identified that the characteristics of Generation Z in the current workplace are, namely, Generation Z can work well when their work environment is supportive, Gen Z can positively change the work atmosphere, Generation Z prioritizes their feelings, then Generation Z is responsive to significant changes in their work, calm and agile, Generation Z is a technology-savvy generation.

The phenomenon that “Generation Z can work well when their work environment is supportive” aligns with Carter & McMahon (2005) written in the book Linando (2021), which explains that "Employee performance can be raised by creating a supportive and positive physical and psychological work environment that makes them feel appreciated." Generation Z tends to struggle with focusing on

work when their environment is not supportive. On the other hand, when the work environment is supportive, Generation Z can improve their performance at work.

The phenomenon that "Generation Z is tech-savvy" fits with what Prensky (2001) says: "Generation Z is quicker to adopt digital devices, online collaboration tools, and cloud-based work solutions." They also like businesses that have up-to-date technology and encourage flexibility.

The phenomenon that "Generation Z is responsive to significant changes in their job" is similar to the claim made by Twenge (2017) that "Generation Z is responsive to meaningful changes in their job" is related to this phenomenon: Jean Twenge claims that, while Generation Z is going through more psychological stress, they are likewise becoming more resilient to setbacks by using online resources, virtual communities, and self-directed learning. Gen Z can swiftly accept failure, gain perception, and adapt to changing technologies, roles, and work models. At work, they will actively seek to upskill and reskill.

The phenomenon that "Generation Z is calm and agile" fits with what Seemiller & Grace (2016) said, "According to an in-depth study of Generation Z, they are described as 'thoughtful, determined, and resilient; this generation is more strategic and emotionally self-aware than their predecessors.'" These traits help to paint them as a calm and agile age (thinking before acting instead of reacting).

The phenomenon of “Generation Z prioritizes their feelings in their job” is in line with Goleman (1995), which states, "Goleman believes that emotional intelligence (EI), which comprises self-awareness, empathy, and emotion management, is essential for success in the modern workplace." In this regard, Generation Z is seen to have significant emotional awareness and the ability to manage feelings in workplace encounters. Generation Z prioritises a work climate that promotes emotional well-being, open communication, and compassionate leadership.

The phenomenon of "Generation Z positively can change the work atmosphere" aligns with the quotes," According to this viewpoint, the work environment is created by social interaction. Gen Z is likelier to deliberately

promote an open, creative, and emotionally healthy workplace culture through informal communication, humour, or interest-based networks." They create new modes of contact that reduce organisational rigidity and boost employee engagement.

4.2.2 The Advantages and Disadvantages of Generation Z in The Workplace

After an in-depth analysis of the existing data, researchers identified that Generation Z's advantages in the current workplace are, namely, that Gen Z has more energy or power, they are very open to the latest technology, and Generation Z is creative and active. Generation Z also has good innovation and employee branding. Gen Z is also more agile; they don't comment much on anything.

The phenomenon of "Generation Z has good innovation" is in line with Christensen (1997), which states, "Disruptive innovation occurs when new actors create solutions that are simpler, cheaper, or more efficient than old solutions." Generation Z becomes an actor of disruptive innovation through startups, digital products, or unconventional work approaches. They see market gaps from a different perspective than previous generations.

The phenomenon of "Generation Z is more agile" is in line with Prensky (2001), which states, "Generations that grow up with digital technology develop fast cognitive responses, parallel thinking, and like dynamic processes." As digital natives, Generation Z tends to think quickly, adapt easily to new tools, and learn through independent exploration—important characteristics of an agile workforce.

The phenomenon of "A Generation Z is creative" is in line with Prensky (2001), which states, "Generations that grow up with digital technology tend to think visually, non-linearly, quickly, and creatively." Because they have been accustomed to using digital media since childhood, they prefer visual expression, design, and creative content that encourages innovative solutions in work and communication.

The phenomenon of "A Generation Z has more energy" is in line with the theory of Lerner et al. (2005), which states, "Young people who are equipped with good potential and opportunities will show positive energy, high motivation, and

extraordinary development capacity." Generation Z is taught to use solutions always, engage with social issues, and show zeal while studying many fields when young, showing internal energy and drive. Moreover, Gen Z develops when they have freedom and opportunity. Gen Z achieves and innovates with high enthusiasm and energetic drive.

The results of an in-depth analysis of the existing data, researchers identified that the disadvantages of Generation Z in the current workplace are, namely that Gen Z is less focused, they cannot be loyal and consistent in their work, they are easy to lose enthusiasm for work, their work ethic is lacking, Gen Z is too idealistic, and they cannot appreciate the process, Gen Z has difficulty with communication, They tend to be individualistic people, and Gen Z's straightforward way of communicating.

The phenomenon of "Generation Z is too idealistic" is in line with Mannheim (1952), which states, "Each generation is influenced by the social and historical conditions in which it grows." Generation Z grows up in an era of globalization, high social awareness, and media exposure that reinforces ideal values such as social justice, sustainability, and diversity. This makes them have high expectations of the workforce, sometimes unrealistic about the practical challenges of the organization.

The phenomenon of "A Generation Z cannot be loyal" is in line with the theory of Mitchell et al. (2001) which states, "Loyalty is influenced by a person's attachment to work from the aspects of fit, links (social relationships), and sacrifice (loss if leaving)." Because Gen Z is still in the early stages of their career and tends not to have built many "links" or long-term investments, their level of embeddedness is still low, which triggers high turnover, and they cannot be loyal to their jobs.

The phenomenon of "Generation Z has difficulty communicating between employees" is in line with Carstensen (1992), which states, "Individuals of different ages or generations tend to have different social priorities, which affect their communication styles." Generation Z tends to prefer fast, direct, and goal-based

communication. Coworkers across ages sometimes consider this insensitive or too pragmatic, creating communication barriers.

The phenomenon of "A Generation Z work ethic is lacking" is in line with the theory of Twenge (2010), who said, "Unique historical experiences shape each generation and have different work characteristics." Which Generation Z values work-life balance, flexibility, and meaning over long working hours or absolute loyalty? Older generations sometimes misinterpret this as "lacking a work ethic."

4.2.3 The Challenges of Generation Z in The Workplace

The results of an in-depth analysis of the existing data revealed that Generation Z faces challenges in the workplace today, namely, their inability to maintain their focus while they are working. They may also have lost their work enthusiasm, lack work motivation, or be afraid of starting a job or encountering something new. Gen Z easily feels comfortable in their zone. Communication between employees is a new challenge they face.

The phenomenon of "they are lacking work motivation" is in line with the theory of Deci & Ryan (2000), which states, "Intrinsic motivation arises when three basic psychological needs are met: autonomy (freedom), competence (feeling capable), relatedness (feeling connected). Thus, Generation Z easily loses motivation if they feel they are not free to express themselves, do not get challenges or recognition, or do not feel connected to the team or leader.

The phenomenon of "they are having difficulty communicating between employees" aligns with the generational communication theory, which states, "Each generation has a different communication style, influenced by technological and cultural developments." Generation Z is more comfortable with instant, brief, and visual-based communication. They often find it difficult to adjust their communication style with older generations (Baby Boomers, Gen X), who value formality and in-depth conversations.

The phenomenon of "Generation Z easily loses focus" is in line with Leroy (2009), which states, "When someone switches from one task to another, some attention is still left on the previous task, reducing focus on the new task." Gen Z

often does this (switching between work applications and social media), causing a decrease in focus because attention is not fully shifted. This causes overload and makes people easily distracted by things outside of work.

The phenomenon of "Generation Z easily feels comfortable in their comfort zone" is in line with White (2009), which states, "Individuals tend to operate in a 'comfort zone', a psychological state where stress and risk are minimal. Leaving this zone creates anxiety and uncertainty." This means that Generation Z, although adaptive to technology, can feel uncomfortable when faced with new situations outside their familiar structure or work environment.

The phenomenon of "A Generation Z is afraid of facing something new in their work" is in line with Hofstede (1980), which states, "Cultures or individuals with high levels of uncertainty avoidance will feel anxious about change, ambiguity, or new situations." So, even though Generation Z is known to be adaptive to specific changes, they can be anxious about facing structural uncertainty, such as work without clear direction, changing expectations, or an unstable work environment.

CHAPTER V
CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the research results, it can be concluded that Career development can be influenced by the characteristics of Generation Z, the advantages and disadvantages of Generation Z, and the challenges faced by Generation Z. First of all, the characteristics of Generation Z are; highly adept at using technology in their work, prioritizes their feelings in all situations, more agile and calm in dealing with any situation they face, easily changes the work atmosphere from being stiff to being closer to each other and more cheerful, more responsive to significant changes, then needs help and support from their coworkers.

Secondly, the advantages of Generation Z are: 1) have better energy and endurance; 2) mastering current technology; 3) more creative and active at work; 4) great innovation, and sometimes they can innovate in ways that no one expected before; 5) very agile in their work.

Thirdly, the disadvantages of Generation Z are: 1) less focused on their work; 2) easily lose work enthusiasm when the work environment does not support them to develop; 3) more self-centered at work, and prefer to communicate through social media on their gadgets; 4) they become more idealistic.

Lastly, the challenges of Generation Z are: 1) easily lose focus; 2) finds it difficult to get out of their comfort zone when they find an environment that supports them to grow; 3) they do not have connectivity to individuals or companies; 3) feels less confident in their abilities when they encounter new things in their jobs; 4) difficulty communicating well with their superiors in their workplace; 5) difficulty in building their motivation and work enthusiasm.

The main conclusion shows that Generation Z's characteristics, advantages, disadvantages, and challenges in the workplace greatly influence its future career development.

5.2 Suggestion

Generation Z is projected to be able to advance their careers in the future through career development opportunities offered or assisted by the organisation or

company. At a young age, Generation Z is recommended to become more conscious of their potential, interests, and personal beliefs. This understanding serves as a foundation for defining the direction and strategy of career growth consistent with their identity and long-term objectives. Generation Z's digital connection tendency must be matched with interpersonal communication skills. As a result, students are encouraged to engage in networking activities such as professional associations, communities, and social media.

Generation Z must cultivate an open attitude toward feedback and suggestions from superiors and colleagues. This is critical for accelerating learning and continually improving work quality. Gen Z should face the obstacles of the workplace with a strong mental attitude. As a result, Gen Z should resist pressure, refuse to give up easily, and maintain a desire and excitement for learning. Generation Z should not be complacent about their professional progress. They must actively seek chances, seek direction from mentors, and participate in strategic projects that will enhance their professional experience.

For a company or organization, several suggestions can be made to improve the career development of its Generation Z employees. That is: 1) Generation Z employees easily lose focus on their work, so companies can hold training, courses, or mentoring regarding their work. For example, companies can implement e-learning, video-learning, or gamification platforms. So, Gen Z employees can enjoy the training program; 2) An employee from Generation Z can work well when the work environment supports them. So, build a supportive work environment for their employees; for example, companies or organizations encourage two-way communication, where employees are free to express ideas or input. 3) Gen Z is very open to technology so that companies can leverage digital platforms at work. For example, companies can use digital management systems to automate payroll processes, attendance, and financial reports; 4) Based on the findings I found during the interview, Generation Z does not have good connections to individuals, organizations, or companies, so build connectivity between employees. For example, companies or organizations can involve Gen Z employees in organizational activities, webinars, or workshops; 5) With Gen Z's weaknesses in their communication skills, companies can use communication media that suit

them. For example, companies or organizations can use digital communication platforms such as Slack, Microsoft Teams, Discord, and Telegram (6). Because Gen Z has difficulty building their motivation and work spirit, companies can implement a collaborative and open work culture among employees. For example, companies can involve individuals with different backgrounds and expertise in decision-making and form cross-divisional teams.

For further research, it is recommended that career development in Generation Z be explored in various aspects. In addition, quantitative research can be used to measure the career development of Generation Z in detail, thereby bringing up other perspectives and making the findings more comprehensive and measurable.

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ATTACHMENT

1. RRP

RRP : Respondent

ISN : Author

ISN : ya baik lalu menurut Mas Rizki apa sih kelebihan dari generasi Z ini dibandingkan generasi lainnya di tempat kerja

RRP : mungkin untuk kelebihan di generasi Z ini mungkin seperti energinya mungkin lebih lebih besar ya di generasi z ini Oh ya Hai di generasi z ini karena kebanyakan seperti saya juga termasuk di generasi Z itu lebih memperdayai pimpinan yang sudah sudah lama Oh ya kerjanya Hai dan bisa lebih memilih juga banyak Perusahaan-perusahaan yang lain yang lebih benefit seperti itu jadi untuk generasi yang mungkin yang lainnya seperti di belum generasi seperti ini hanya memiliki beberapa opsi perusahaan yang benefit Oh benar sih untuk generasi sebelumnya mungkin belum seperti di generasi banyak training secara online training mungkin di Instagram juga ada sekolah bisnis atau sekolah apa namanya secara online manajemen mungkin ke akuntansi sekarang sudah marak di media sosial jadi keuntungannya di generasi z ini juga bisa lebih memperdalam ilmu yang mereka butuhkan di setiap perusahaannya kalau di generasi yang sebelumnya mungkin untuk seperti pengajaran ilmu akuntansi manajemen dan lainlain itu kan masih kurang ya kalau sekarang lebih dijangkau hanya dengan media sosial tidak bisa memperdalam ilmu bisa mengikuti kelas bisa

ISN : ya lebih melek teknologi gitu ya teknologinya

RRP : teknologinya lebih canggih juga jadi untuk menuntut ilmu sekarang lebih mudah ya seharusnya di generasi Z ini bisa lebih apa ya jadi untuk kemajuan di negara ini kan bisa lebih cepat

ISN : oke kalau kali ini menurut Mas Rizki apa sih kekurangan dari generasi z dibandingkan generasi lainnya di tempat kerja

RRP : kalau kekurangan generasi z di tempat kerja itu mungkin dengan adanya kemudahan kemudahan teknologi tersebut mereka itu menjadi kurang fokus karena banyaknya opsi karena di perusahaan di perusahaan negeri di bulan C ya tadi itu kan ada pengembangan ilmu teknologi kan semakin cepat semakin banyak jadi mereka ini beberapa generasi Z ada yang mereka yang seharusnya sudah bekerja di perusahaan A sebagai akuntansi misalnya mereka bisa mengakses untuk pembelajaran di ilmu bidang marketing misalnya itu nanti mereka ketika memang bis ketika Mereka tidak fokus bisa berpindah ke bagian yang lain mungkin dalam bagian marketing jadi untuk di perusahaan sendiri tidak banyak yang mungkin tidak banyak yang bisa konsisten atau bisa loyal di sebuah perusahaan seperti itu

ISN : menurut Mas Rizky sendiri ini apa saja sih karakteristik dari generasi Z saat berada di tempat kerja itu sendiri

RRP : untuk karakteristiknya mereka itu mungkin bisa saya katakan mereka itu Lebih sering menggunakan perasaan karena kalau saya lihat itu untuk generasi saya ya ini enggak semuanya beberapa itu ketika mereka menerima pressure itu lebih suka menceritakan ke teman-temannya yang dekat yang biasa dekat. Sehingga itu kan bisa menjadi bumerang untuk dia sendiri seharusnya ketika mereka itu Katakanlah dapat pressure dari perusahaan seperti itu kan harusnya mereka itu bukannya untuk bercerita tapi untuk menambah ilmu yang dia kurang misalnya kurang di bagian A mungkin bisa memperdalam ilmu tersebut sehingga berkurang pressure dia harusnya seperti itu dan kebanyakan masih menggunakan perasaan individualis jadi tidak bisa mudah untuk kerjasama jadi seperti itu menurut saya

ISN : oke terima kasih atas waktunya, Mas Rizky

RRP : Hai samasama

2. ACD

ACD : Respondent

ISN : Author

ISN : Begitu aja menurut kamu apa sih tantangan dari generasi z saat ini yang dihadapi pada saat bekerja.

ACD : Pada saat bekerja, mungkin kehilangan semangat atau mungkin lingkungan kerjanya yang mungkin tidak mendukung untuk pengembangan sehari hari begitu.

ISN : Kebanyakan begitu?

ACD: Dari sisiku. begitu. Terl terlepas dari Umr yang sekian lah di lokasi mana. Tapi mungkin dari pekerja lingkungan environment kerjanya tidak mendukung untuk mengembangkan karir begitu tantangannya. Jadi harus bisa adaptasi gitu.

ISN : Menurut kamu apa sih solusi yang tepat untuk mengatasi tantangan tersebut?

ACD : Sebelum kita mau melamar pekerjaan tersebut, lebih baik kita bertanya atau kita melakukan research. Entah dari profil perusahaannya. Seperti apa kita bisa tanya kepada karyawan yang bekerja di sana bisa lewat linkedin salah satunya gitu. Gimana kayak bisa tanya budaya kerjanya. Seperti apa begitu? Atau kalau tidak sesi wawancara dengan urusan tersebut bisa menanyakan hal tersebut sih. Jadi biar kita bisa tahu aja sih kayak kembali lagi sebelum kita Join ke perusahaan tersebut. Begitu.

ISN : Gitu. Baik menurut kamu ini apa saja sih kelebihan dari generasi z dibandingkan dengan generasi lainnya di tempat kerja.

ACD : mereka itu aktif. Untuk untuk gen z terus, kreatif. Terus bisa wow, apa kayak kayak mengampuk mengasih sebuah ide yang bisa menunjang dari produk produktifitas kerja begitu dan lain lain dan melek dan main menggunakan teknologi dan tools-tools begini begitu.

ISN : Jadi mereka lebih terbuka dengan teknologi yang terbaru kan.

ACD : Itu udah pasti sih.

ISN : Kalau ini. Menurut kamu apa sih kekurangan dari generasi Z saat ini dibandingkan dengan generasi lainnya.

ACD : Mungkin dari aku kayak mudah kehilangan semangat. Kayak kayak gini aja apa bisa berkembang jadi kayak etos kerjanya kurang sih bukan komplain agak sedikit kurang daripada daripada gen-gen sebelumnya.

ISN : Lebih ke pesimistik,

ACD : Begitu dan kalau dibantu dengan environment kerja yang baik dan mendukung pasti. Pasti tantangan tersebut bisa terjawab sih.

ISN : Menurut pandangan kamu sekarang, apa sih karakteristik dari gen z saat berada di tempat kerja.

ACD : Dia bisa dapat mengubah suasana begitu sih dalam kutip positif. Kayak Hai, mungkin kayak kalau juga jatuh kalau serius sedikitnya tapi kalau ada gen z itu bisa lebih cair gitu. Dari kayak bisa komunikasi terhadap atasan kayak lebih santai gitu. Tidak tegang kaku amat begitu sih.

3. DAR

DAR : Respondent

ISN : Author

ISN : Oke, oke, menurut kamu apa sih tantangan yang dihadapi Gen Z saat ini pada saat bekerja.

DAR : Hai tantangan Gen Z. Jadi menurut aku sebenarnya Gen Z itu Hai tipe orang yang cukup banyak penasaran dan dia tuh bisa berkembang karena dia mengikuti zaman tapi salah satu tantangan ganji zaman sekarang itu. Aku nggak tahu kalau gen z di luar negeri, tapi tapi kalau di daerah aku sendiri atau lingkungan itu sendiri. Genji itu masih masih kaya harus disuapin ibaratnya jadi mereka masih jadi mereka ketika mereka tuh waktu kuliah tuh punya banyak ide, ide mereka banyak banget cara mengembangkan diri potensi mereka bagus tapi ketika mereka terjun ke lautan dunia kerja mereka itu stuck mereka udah interview sana di sana sini tuh gak dapet saran kemarin itu gak dapet jadi mereka merasa minder sama pemikiran mereka sendiri. Hai nah disitu seharusnya tuh nah, itu harusnya dari situ harusnya mereka disitu kurangnya menjalin koneksivitas. Jadi kayak koneksi antar perusahaan atau berkenalan sama sosial lainnya atau kena penang Hrd perusahaan lain, yaitu mereka orangnya di situ dan bukan kurang sih lebih tepatnya mereka tidak tahu cara nyarinya seperti apa jadi tantangan janji sekarang jadi banyak banget banyak banget pengangguran tapi di satu sisi HR saat itu susah banget cari orang nah, itu.

ISN : Apakah salah satu faktornya genji itu masuk kerja itu pada saat di tengah tengah pandemi tahun kemarin beberapa tahun kemarin.

DAR : Hai. Hmm. Kalau menurut aku kayaknya kalau kalau menurutku juga karena pandemi itu kan salah satu ngubah culture kita yang dimana kita dulu tuh tipe orang yang bersemangat terus pekerja kuliah atau belajar dan lain lain. Tapi semenjak pandemi ini dirumahkan kan sehingga standar umum itu bergeser semuanya harus ke online nantinya. Jadi tadi banyak banget hilangnya nilai sosial hilangnya mereka buat berambisi karena semua serba online. Serba instan belum nanti kita ketemu konten konten yang menurut aku tidak relevan kayak mengikuti standar TikTok. Contohnya kayak kalau mau dapat kerja harus ada orang dalam dan segala macamnya. Itu yang membuat mereka jadi lebih mundur lagi. Pastinya gitu menurut kamu agak ngaruh juga sih itu ternyata.

ISN : Termasuk pelatihan yang kalau pelatihan kerja atau apa itu yang lewat online nggak lewat seminar langsung secara apa ketemu tatap muka gitu loh.

DAR : Betul itu juga itu harus juga jadikan kalau sebenarnya kalau pelatihan secara offline atau ketemu langsung kita banyak ketemu orang baru nih sosialisasi orang orang baru, tapi kalau online ibaratnya aja kalau aku cuman ikut ikutan aja cuma gratis aku tinggal nyariin laptop masuk zoom terus aku tinggal aja tinggal main game atau aku tinggal ngapain juga bisa masalahnya hai nanti kalau waktu suruh absensi buat klaim sertifikat aku klaim aja sertifikatnya. Hai, jadi menurut aku sebenarnya sebenarnya bagus juga sih ada sistem online. Tapi kalau aku sih lebih senangnya offline sih karena banyak banget yang bisa dipelajari orang offline tuh salah satunya kita punya koneksi baru atau kenalan barulah setidaknya gitu. Kita nggak tahu lah kenalan kenalan kita di mana pun siapa yang bisa menolong kita di lautan pekerjaan ini atau lautan para jobseeker ini nantinya.

ISN : Oke, menurut kamu apa solusi yang terbaik Hai, dari tantangan Gen Z di tempat kerja saat ini. Yang barusan kamu jelasin.

DAR : Nah Solusi solusi yang terbaik yang pertama untuk para Gen Z yang baru lulus aku tahu banget potensi kalian tuh besar sebenarnya buat kedepannya seperti apa yang pertama itu kuatin di pelatihan investasi ilmu dulu jadi yang kayak

setidaknya microsoft office itu kuasai semuanya semua medannya excel out excel outlook dan kawan kawan itu kuasai semuanya Hai nanti kalau udah Kuatin dikoneksi jangan mau bilang harus pakai orang dalam nih. Baru bisa kalau enggak kalau enggak ada orang kalian cari sendiri orang dalamnya banyak kok. Sekarang cara nyarinya kok bisa dari link in atau dari job fair itu bisa atau kita kenalan membangun hubungan internasional yang baik sama acar acar satu perusahaan biar kita dilirik jadinya hai dan terapi pola disiplin dan berarti kalian itu udah lulus kuliah tuh kalian hidup bebas ataupun tidak ada udah kayak lost aja gitu nggak coba terapi pola-pola tertentu kayak tiap hari senin sampai hari Jumat itu bikin jadwal kayak tiap pagi, aku harus belajar misalkan aku belajar excel aku belajar people aku belajar hilok up aku belajar film up di hari senin terus nanti hari siang tuh aku mulai lamar kerjaan lama dari beberapa Job Portal link in dan kawan kawannya hari selasa gitu lagi aku belajar bahasa inggris rabu belajar ini terapi pola itu terus menerus. Kalau itu terus menerus. Aku yakin deh insya Allah. Aku yakin Hai, ada kemungkinan besar kalian bisa dapat kerjaan ataupun karir yang ingin kalian dapatkan itu dari aku jadi jangan terkecil hati sama optimis, yakin pasti banyak kok.

ISN : Menurut pandangan kamu saat ini. Apa sih kelebihan generasi Z dibandingkan generasi lainnya di tempat kerja.

DAR : Generasi Z itu inovasinya bagus karena kadang tuh kita nggak kepikiran tapi mereka itu kepikiran loh. Jadi banyak banget banyak banget suatu kerjaan yang Gen Z itu lebih ahli sebenernya mereka tuh paham banget. Jadi kayak sistem sistem atau sistem sistem yang udah lama banget jadi pakai zaman dulu tuh sama mereka tuh bisa dibikin dipermudah. Itu banyak banget jadiannya kayak contoh nih. Misalkan dari zaman dulu Hai suatu perusahaan itu ngedata suatu karyawan dengan cara seperti ini, datanya kita katakanlah datanya itu pakai hai Spreadsheet ataupun segala macamnya ataupun alat alat lainnya. Gitu tapi Gen Z ini bisa merumuskan sehingga data itu lebih enak dibaca jadinya data itu ringkas yang ngisi nggak ribet hasilnya keluar semua misalkan dari survei itu udah kelihatan hasilnya semua dari sisi grafik ke sisi lainnya. Gitu dan aku juga yakin banget ganji itu pinter banget namanya Employee Branding pastinya karena branding itu Gen Z banget gitu lho. Eranya yang dimana era mereka itu lahir dari tiktok Instagram mereka tuh tahu banget gimana konten konten yang kira kira lebih bagus daripada generasi sebelumnya

yang Grace sebelumnya kan juga jarang main main tiktok ataupun instagram dan kawan kawan ngikutin banget main tren jaman sekarang seperti apa yang bisa meningkatkan nilai atau perusahaan itu sendiri jadi bilang Gen Z itu

ISN : Nah, kalau sekarang menurut pandangan kamu apa sih kekurangan dari genji ini dibandingkan generasi lainnya?

DAR : Hai Gen Z itu kekurangannya yang pertama mereka itu terlalu idealis. Kalau aku bilang Hai mereka tuh memandang bahwa diri mereka atau lebih tinggi nah, itu yang aku agak bingung jadi agak gimana agak bingung juga mereka itu kayak berharap tuh mereka tuh maksud suatu perusahaan dengan gaji yang fantastis sesuai yang ilmu mereka dapatkan semua orang pasti mau tapi Gen Z itu merupakan suatu proses kamu tuh baru kerja betul kamu tuh baru kerja kamu tuh baru kerja kamu pengalaman aja belum ada gitu loh. Itu yang aku bilang kalau itu harusnya dipupuk dulu kamu punya ilmu kamu harus tanam dulu hargai proses itu kalau kamu memang merasa mampu aku yakin kok kamu satu dua tahun ternyata kamu mampu bisa kerja di naik level ke level yang lebih tinggi dengan gaji yang lebih oke, tapi kamu harus tahu namanya proses kalau Gen Z itu kurangnya disitu mereka berpikir secara idealis dan tidak bisa melakukan tidak bisa menghargai proses jadi yaitu mereka start karena banyak juga sih temen temenku yang sekarang akan lulus di tahun dua ribu dua puluh dua itu tuh banyak medium dua ribu dua puluh empat ini belum kerja Hai dan mereka relasi nganggur dua tahun sampai tiga tahun demi mendapatkan pekerjaan yang mereka ingin teman temanku sendiri ada di contohnya ini dia belum ada pengalaman apapun tapi pengen kerja. Aku suruh kerja apapun dulu, setidaknya kamu bisa ia setidaknya menata diri atau menafkahi diri sendiri. Dia, setidaknya tapi dia nggak mau pingin sebidang sama jurusannya dia dan akhirnya ternyata dia dapat sesuai jurusannya. Dia tapi aku dengar dia tuh cerita cuman dua minggu aja kerja kerja keluar katanya kenapa kamu keluar katanya gajinya kecil jadi dia mau keluar maksudku itu baru kerjaan pertama mungkin udah kamu udah kayak gitu loh karena gaji kecil loh kecilnya tuh seberapa aku juga nggak tahu ada ukuran dia seberapa tapi menurut aku sebagai Gen Z kalau kamu udah dapet yang sesuai dengan minat mutu kembangin. Dulu enam bulan setahun. Kalau enggak ada peningkatan kamu. Saranku cari tempat lain lagi yang lebih worth it itulah di inggot yang seperti yang tadi pengembangan terakhir tadi dikembangkan

karirmu sendiri. Tapi kalau kamu dikit dikit, merasa kurang kurang kurang terus nggak bakal berkembang. Menurut aku gitu.

ISN : Ok untuk selanjutnya menurut pandangan kamu apa sih karakteristik dari seorang Gen Z pada saat bekerja.

DAR : Hai karakteristik gaji dalam bekerja Gen Z itu apa ku kubilangnya mereka itu kalau lingkungannya mendukung Tuh mereka baru bisa kerja. Tapi kalau enggak mendukung tuh mereka malah tidak bisa kerja. Itu Gen Z menurut aku sekarang jadi kalau lingkungannya enggak se-frekuensi sama dia dia bakal enggak bakal lebih profesional atau dalam bekerja. Hai makanya yang tadi. Aku bilang Gen Z itu harus bisa mengagetkan namanya proses karena nggak mungkin lingkungan kerjanya mereka tuh sama terus sama yang mereka pengen gitu loh.

4. DES

DES : Respondent

ISN : Author

ISN : Menurut pandangan mas danu apa sih tantangan yang saat ini dihadapi oleh generasi Z saat bekerja.

DES : Menurut aku tantangan yang dihadapi generasi z saat bekerja menurut saya dan juga teman teman se angkatan saya itu adalah mengenai hal hal baru yang pasti belum pernah didapatkan sebelumnya. Apalagi bagi First timer atau dalam video ini fresh great duit yang baru saja bekerja di lingkungan perusahaan ataupun kantor antara teori dan juga praktek yang mereka jalani saat ini itu pasti berbeda tantangannya karena ada hal hal baru yang tidak mereka dapatkan ketika di perkuliahan maupun di sekolah itu mereka harus mempelajari sendiri ataupun bertanya dengan senior di kantor.

ISN : Begitu lalu solusi yang tepat untuk permasalahan tersebut ataupun tantangan yang dihadapi itu.

DES : Untuk untuk untuk solusinya, biasanya bisa menanyakan kepada senior di kantor, ataupun hai orang yang lebih berpengalaman mengenai hal tersebut atau juga bisa dengan mencari jawaban di google. Ataupun di dalam hal ini kan saya

berkaitan dengan bidang hukum itu dapat mencari jawabannya di peraturan yang berlaku.

ISN : Oke oke baik. Menurut pandangan mas danu selama bekerja apa sih kelebihan dari generasi z di tempat kerja.

DES : Kelebihan Gen Z selama ini ada beberapa sih dia orangnya lebih cekatan yang pertama itu yang kedua, dia tidak banyak berkomentar itu yang jadi jadi kayak misalkan dia ada kerjaan gitu oke, aku kerjain terus habis itu dia kerjain langsung tiba tiba udah selesai gitu. Lebih cepat dan efektif.

ISN : Oke untuk yang sekarang menurut mas danu apa kekurangan dari generasi zat di tempat kerja saat ini?

DES : Untuk kekurangannya sih biasanya mereka cenderung individualis orangnya jadi mereka bentuk bener bener diajak sosialisasi antara rekan kerja atau lebih susah daripada rekan rekan yang lain kemudian mereka sendirI. Itu kadang kalau dikasih tahu itu lebih mementingkan egonya sendiri walaupun terkadang tikunya itu sesuai dengan fakta yang ada gitu. Kurang bisa kayak menerima usul atau dapat dari orang lain. Tapi itu kembali ke pribadi masing masing memang.

ISN : Oke oke menurut Mas DES. Apa sih karakteristik dari seorang generasi zat saat berada di tempat kerja.

DES : Karakternya mereka tuh kalem cekatan kalau bisanya boleh nggak gitu. Kalem dan juga cekatan. Kalaupun dalam hal ini tuh mereka Tenang.

5. NA

NA : Respondent

ISN : Author

ISN : Oke, menurut pandangan kamu saat ini apa sih tantangan dari Genji saat mereka bekerja di tempat kerja.

NA : Tantangan, rasa takut. Kalau gua jujur, tantangan yang paling pertama itu rasa takut kebanyakan temen temen kak, kak, benar rasa takut karena mereka belum coba terlebih lagi nih. Mungkin teman teman kita yang Gen Z bisa dibilang kayak

mereka udah pernah ngerasain covid atau misalnya mereka udah pernah ngerasain susahnya skripsi atau susahnya ujian semua segala macam jadi kayak ada beberapa dari mereka yang sudah mulai merasa takut padahal mereka tuh belum coba atau misalnya kayak contoh nih di kantor misalnya dia kerja terus atasannya ini ngasih kesempatan sama dia tapi dia merasa kaya aduh, kayaknya aku gak cocok deh. Kayaknya aku aku nggak berani karena aku belum pernah punya di bidang ini. Nah, menurut aku itu salah satu tantangan sih yang harus dihadapi genji sekarang karena rasa takut itu kayak apa bisa dibilang kayak hama menggerogoti pikiran kita gitu loh kita nih, mau tapi kita takut gitu padahal kita nih. Bisa tapi kita takut gitu. Nah, jadi yang pertama itu rasa takut terus yang kedua, rasa nyaman. Kenapa rasa nyaman? Hai, karena kebanyakan dari kita itu udah mulai nyaman dengan kehidupan kita yang kita jalanin dengan jabatan yang udah kita pegang terus udah mulai apa misalnya kayak udah nyaman deh kayak gini aja mau coba yang lain gitu padahal kita ada banyak kesempatan yang ditawarin dari luar saya kita kayak dikasih kesempatan untuk contoh kecil aja deh, kayak jadi narasumber misalnya gitu kan tapi mereka gak mau coba gitukan jadi karena mereka udah ngerasa nyaman sama yang mereka hadapi terus yang ketiga ini sih digitalisasi kenapa digitalisasi karena menurut aku perkembangan zaman sekarang itu membuat kita semua rata rata jadi males jadi apapun tuh pengen serba cepat jadi aku pengen serba singkat dan apa kalau bisa dibilang tuh kayak contoh nih dia dia dapat tawaran yang oke misalnya gitu kan untuk pergi ke ke kota misalnya gitu kamu pergi ke kota sana satu bulan kayak dua bulan dapat pelatihan di sana cuman karena dia tadi merasa kayak udahlah ada online pun gitu. Misalnya ada yang online online aja lah mempersingkat waktu lagi juga ngebong buang uang padahal bisa jadi kalau misalnya kita di sana kan kita bisa langsung ketemu nih tempat muka dapet koneksi yang jauh lebih memungkinkan untuk berinteraksi kayak online tadi jadi bikin kita tuh rasa males sunter tapi tidak semua orang tapi ada juga beberapa orang akan merasa hal hal seperti itu tidak tidak tidak apa tidak efektif lah gitu. Padahal juga mau dibilang sibuk banget gitu kan jadi itu tadi sih kalau dari aku. Bahwa mereka juga ketakutan untuk keluar dari zona nyaman mereka. Bener itu sih yang paling susah rasa nyaman itu karena mereka tuh udah takut duluan intinya dia tuh udah takut ditambah mereka tuh udah nyaman ditambah di provide sama teknologi

sekarang nah jadi jadi jadi kayak yang udahlah itu sih tantangan terbesar yang dihadapi genzi kalau menurut aku karena kita pribadi pun ngerasa kadang ada kalanya kita juga kayak rasa malas atau rasa tapi kan mau sampai kapan gitu kan?

ISN : Oke oke oke oke Hai, menurut pandangan kamu ini apa sih kelebihan dari generasi zat saat ini di tempat kerja.

NA : Kalau aku pribadi sih ngerasain ini karena karena kita hidup berdampingan dengan teknologi. memang belinya ke hal hal itu yang memang substansinya nah, jadi kebetulan di tempat kerjaku ini karena apapun itu sudah berdampingan sama teknologi. Jadi memang tidak lepas dari ini sih dari digitalisasi. Jadi memang hal hal yang kreatif, inovatif itu cepat cepat jadi kayak misalnya nih, kita ada kita mau bikin sebuah ide gitu, kan terus kayak udah karena adanya teknologi misalnya dibantu sama contohnya kita mau branding terus dibantu sama Canva atau misalnya apa jadi kayak ide ide kreatifnya itu lumayan lumayan tinggi sih terus juga sama ini sih kalau kataku

ISN : Kelebihan generasi Z di tempat Kerja.

NA : Hai kalau tentang investasi lebih aware. Nah, bahasanya itu kayak lebih aware dengan lebih melek gitu loh. Akan digitalisasi teknologi. Nah, jadi kan kayak apapun tuh semua udah serba canggih gitu jadi mereka tuh apapun tuh lebih update gitu saya kayak kita nih kita di firma hukum kita akan berkaitan sama tentang kasus terus juga tentang hukum semua segala macam pajak hal hal informasi itu berlangsung. Dengan cepat kayak kayak gini nih, solusinya tuh kayak gini gitu. Nah, jadi kayak emang cepat tanggap sih kalau untuk di kalau di pengalaman kantorku tuh cepat tanggap mereka akan hal hal isu yang ada gitu. Lebih terbuka gitu, lebih aktif lah lebih aktif bisa dibilang lebih aktif sih bahasanya mhm.

ISN : Ya? Oke oke kalau sekarang menurut pandangan kamu apa kekurangan dari generasi zat di tempat kerja saat ini.

NA : Hai, mungkin Hai, karena mungkin karena kita tuh udah gini kita tuh kerjanya apa apa di layar terus juga apa apa tuh nanti kayak by phone atau by Zoom Or by Whatsapp atau by Group gitu kan? Jadi mungkin tentang yang harus diiniin tuh lebih ke komunikasi sih kayak gimana cara kita tuh misalnya aku gak bilang di

perusahaan aku itu komunikasinya tidak baik enggak komunikasinya baik cuman karena mungkin kita ini udah terbiasa gitu kan by font by layer jadi kayak kalau kita pas ada pentingnya aja kita baru ngobrol gitu apple memang kerja kerja. Itu sih terus juga kekurangannya tantangan t tantangannya itu juga itu tadi sih yang terkait pengembangan diri itu. Mereka lebih kayak takut untuk mencoba itu tadi yang kayak aku bilang tadi itu mereka takut untuk mencoba. Padahal hal tersebut belum tentu sama dengan ketakutan yang mereka jalankan.

ISN Sepengetahuan kamu apa sih karakteristik dari seorang Gen Z saat berada di tempat kerja.

NA : kalau dari aku adaptif di sini tuh maksudnya harus cepat tanggap harus cepat untuk melek akan perubahan sih karena kan kita tahu nih perubahan itu kan akan terus dunia akan terus berputar akan terus berubah digitalisasi juga akan terus meningkat berkembang seperti itu kan jadi memang tantangan dari genzi ini sebenarnya adaptiap sih kayak itu tadi yang kayak aku bilang tadi itu san gimana cara mereka itu bisa keluar dari zona nyaman nah mereka tuh harus bisa cepat gitu loh cepat tanggap sama perubahan sama tantangan yang ada karena contoh nih kayak covid kemarin kan menghadapi covid tapi gimana cara kita tuh langsung beradaptasi dengan adanya covid ini gitu. Sama dengan hal hal yang akan terjadi kemungkinan didepan nanti. Dunia perubahan aja nggak cuma di dalam dunia aja sih, tapi dalam dunia kerja juga Hai, kayak kita tuh harus juga harus bisa nih untuk kayak beradaptasi sama teman teman sekitar terus gimana kita beradaptasi sama senior atau atasan atau misalnya kayak gimana kita memperlakukan diri kita di tempat kerja sehingga nanti kita bisa menunjang skills atau menunjang karir yang kita inginkan di perusahaan tersebut. Jadi kalau misalnya ditanya tentang karakteristiknya itu lebih ke adaptasi kayak gimana mereka untuk beradaptasi aja sih lebih ke itu sih kalau menurut aku.

ISN : Oke oke buat pandangan kamu apakah ada hambatan bagi seorang genji terhadap pengembangan karir mereka?

NA : Hambatan seorang Genzi di Carr itu Hai mungkin keterampilan apa atau mungkin kayaknya pengalaman kerja sih kalau mau dibikin hambatan tuh gini kan kita nih, misalnya nggak usah jauh jauh deh yang fresh grab itu susah banget untuk

dapat pekerjaan karena sedikitnya Hai lapangan pekerjaan yang didapat misalnya gitu kan jadi kan kita tahu nih di Indonesia itu kan rata rata kalau kita mau kerja harus minimal satu, satu aja susah mau dapet gitu kan pekerjaannya terus kita dituntut juga harus punya berpengalaman. Terus ada skill semua segala. Macam. Jadi kalau misalnya ditanya hambatan apa yang didapat sama gengsi itu tadi sih mungkin lebih ke kurangnya pengalaman kerja sih karena itu tadi nggak ada lapangan pekerjaan yang bisa untuk apa did Hai, nah, jadi milihnya pengalaman kerja minimnya lapangan pekerjaan sehingga tidak ada kesempatan yang didapatin oleh sigenzi ini untuk berkembang itu juga salah satu faktor sih yang perlu yang perlu aware juga sih semua orang kayaknya tuh udah dari dulu sih hal hal seperti itu. Ya ya emang sekarang kan isinya lagi yang panas panaskan tentang itu juga kan? Hai benar terus juga hambatan itu sama ini juga sih San contoh kayak kayak baru Taman Sma terus dia karena dia tuh tetep pengen kuliah ngotot gitu, tapi dia nggak tahu sebenarnya dia kuliah dia tuh pengennya kemana gitu. Kan misalnya kayak ngikut temen temen yang ngambil hukum dia ngambil hukum padahal dia nggak cocok nih dihukum itu kan itu juga merupakan salah satu hambatan untuk berkarir kedepannya. Kan tahu tahu dia tidak sesuai dengan jurusan yang dia ambil sebelumnya terus total. Sebenernya dia ga cocok itu bukan passion dia gitu kan tapi karena tadi dia ngelihat teman teman terus dia melihat orang orang sekeliling dia itu malah ngambilnya itu jadi dia ikut ikutan ngambil itu padahal yang sebenarnya yang harus diular itu kan apa yang dia minat nah misalnya dia pengennya tuh di manajemen terus dia pengennya di marketing karena dia pengen jadi apa misalnya dia pengen jadi manajer atau direktur marketing. Nah, dia bisa bersosialisasi sama masyarakat tapi malah ngambil teknik kimia gitu misalnya kan enggak ini nah itu tentu menjadi salah satu hambatan yang perlu diperlukan kayak mereka aware gitu, kayak apa yang mau kalian capai apa yang mau diambil nanti setelah dari lulus ini Hai jenj karir apa yang ingin kalian Asah skill apa yang ingin kalian Asah. Dan keluar seperti itu menurut kamu ada perbedaan dari generasi Z dibandingkan dengan generasi lainnya. Saya kerja sih kayaknya gaya kerja itu beda karena kalau dipikir pikir kayaknya jaman dulu kayaknya kayaknya orang jamu dulu tuh dapet kerja apa ini bisa dibilang nggak gampang banget dan tidak susah banget sih maksudnya kayak bisa dibilang mereka tuh gigih gitu kan untuk cari kerja kesana

kesini gitu kan kaya nganter bekas nganter lamaran dengan ongkos untuk segala macam nah sedangkan sekarang nih. Kita by email aja gitu kan kita udah kayak kita daftar lowongan kerja kan by email gitu kan nggak perlu yang kayak harus nganter ke sana ngeprint semua pakai ongkos lagi itu juga salah satunya salah satu gaya kerjanya terus juga cara teknologi juga teknologi karena dulu mungkin mereka tidak tidak tidak seaptive kayak kita sekarang gitu loh. Kalau kita nih kan apa apa kirim berkas aja udah langsung selesai terus yang kirim lewat Pos Indonesia mungkin atau Kirim lewat Whatsapp apa apa misalnya kan antar gitu kurirnya apa jadi kalau misalnya ditanya perbedaannya hai itu sih gaya kerja terus juga cara teknologi terus sama ini sih dalam menghadapi dunia pekerjaan sih beda tuh kayaknya mungkin kalau zaman dulu kalau dimarah sama bos atau atasan kita nggak tahu cuman kan kita berdasarkan cerita dari orang tua atau kakak mereka akan semakin gigi. Tapi kalau kayaknya gengsi sekarang ini kalau dimarah dikit dibentak dikit kok langsung yang kayak males kerja semangat gitu loh seperti itu lebih Komentar.

6. AS

AS : Respondent

ISN : Author

ISN : Yes oke sepengetahuanmu apa sih tantangan Hai, yang dihadapi saat bekerja bagi Gen Z sekarang.

21:04:02 Waduh banyak soalnya kan mungkin komunikasi, komunikasi seperti apa itu. Kalau menurutku paling Hai, tinggi komunikasi soalnya kan ayo kita akan beda generasi cara panjang pikir dengan pola pikir dan lain lain terus beda banget. Menurut saya paling ngaruh itu komunikasi sih harus kita belajar bahasa Inggris.

ISN : Gitu. Baik menurut kamu yang kamu ketahui apa sih kelebihan generasi zat saat ini di tempat kerja.

AS : Hai kalau menurut saya generasi zat ini lebih melek anu sih teknologi, dan dia tidak suka bertele teling itu. Nah, jadi mereka lebih bisa mengajari teknologi kepada generasi sebelumnya. Lebih melek lah, jadi bisa saling melengkapi gitu.

ISN : Nah, kalau sekarang menurutmu apa sih kekurangan generasi z sekarang di tempat kerja.

AS : Hai kek kekurangannya. Sih Hai menurut saya ada kekurangan pastinya generasi zat ini lebih anu apa Namanya cara komunikasinya itu terbiasa ceplas-ceplos kan susah menempatkan sesuatu pada tempatnya soalnya kan? Gimana kan kita harus Hai anurkan interaksinya harus klub klub Hai terus an anu apa namanya gampang mengeluh juga benar Z. Gampang memilih pasti pasti kelihatan. Kel kelihatan kok sebenarnya. Soalnya generasi sebelumnya itu lebih tahan banting di lebih tahan banting daripada transaksi. Tapi yang itu ada kekurangan ada kelebihan juga.

ISN : Hai, menurut kamu apa sih karakteristik dari generasi Zer ini saat berada di tempat kerja setahu kamu aja.

AS : Setahu saya itu itu benar Z. Itu generasi yang melek teknologi. Lebih melek teknologi daripada yang lainnya. Kelebihannya kan itu.