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Understanding Generation Z in the Workplace: Characteristics, Challenges, and Implications

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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 encompass both its advantages and disadvantages, as well as the challenges it faces. 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

INTRODUCTION

Labour market dynamics have undergone significant changes in an era of increased globalization and digitalization. Companies must quickly adapt to changes in technology, consumer tastes, and industry laws. This phenomenon fosters a more dynamic work environment where mobility and flexibility are crucial factors in professional advancement. The dynamics of the labor market in Indonesia have been filled by job seekers from Generation Z. Generation Z refers to the generation born between 1997 and 2012. Generation Z members are between the ages of 13 and 28.

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 their social life. In line with Nindyati and Ramadhani (2022), 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.

Seemiller and 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.

With more sophisticated technologies, Generation Z can easily lose attention while working. Singh and 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. 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.

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. Bridging this gap needs companies and employees to set clear expectations and be adaptable. Indonesia face challenges in managing Gen Z employees because they demand more work-life balance, change jobs frequently, and need fast feedback (IDN Research Institute, 2024).

LITERATURE REVIEW

Generation Z in The Workplace

According to Seemiller and 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 that is consistent with their values.

According to Hidayat and Linando (2024), they stated, 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. According to Amrullah, Perkasa and Edward (2025) states that given Generation Z's distinct traits and expectations, the workplace may see both 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.

Generation Z, born between 1997 and 2012, is the first generation to have grown up wholly in the digital age, making them technologically proficient and adaptive to fast changing circumstances. They cherish workplace flexibility, autonomy, and opportunity for rapid professional advancement, while expecting firms to maintain diversity, inclusivity, and social responsibility. They are frequently creative, innovative, and good problem solvers, but they may also have high expectations, short attention spans, and little organizational loyalty.

Based on Schroth (2019), generation Z employees bring a deep familiarity with digital tools and expect technology to be seamlessly integrated into their work processes. Generation Z can use digital technology to help them do their jobs at work. They employ a variety of digital devices, including software and hardware, such as Slack, Google Workspace, Coursera, Udemy, laptops, and tablets.

Singh and Dangmei (2016) state that generation Z values autonomy, remote work, and a healthy work-life balance. In the workplace, Generation Z prefers jobs that prioritize a good work-life balance. Gen Z grew up in an era when mental health, self-care, and the value of personal time were emphasized more than in prior generations. They also like flexible workplaces for them to be creative in their work, and workplaces that provide space for Gen Z to develop their careers.

RESEARCH METHOD

This study uses a qualitative method, qualitative research is commonly used in social and behavioral sciences, including organizational, group, and individual studies. This research collecting data through interviews with 6 Generation Z respondents using a purposive sampling approach. The data analysis used by researchers is thematic. 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.

Table 1. Research Sample

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

In this study, researcher used two main techniques: interviews and documentation. 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 conducted online using Zoom meeting software to enhance its effectiveness and efficiency. Interviews were recorded to ensure accuracy, and documentation was conducted in the form of screen and audio recordings as supporting evidence.

RESULTS AND DISCUSSION

The Characteristics of Generation Z

Based on the results of the interviews that have been conducted, the characteristics of Generation Z in the workplace are technology-savvy and prioritize their feelings when they get something new; they experience it differently than other generations. Then they were calm and agile. Generation Z can 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.

In interviews that researchers conducted with AS sources, the sources said that, "As far as I know, Generation Z is a generation that is tech-savvy." From this statement, it can be concluded that employees from Generation Z are literate in technology to support the career development that they are currently pursuing. With the increasingly advanced technology, and 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"*. 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 Generation Z is pressured on their jobs. They tend to always tell their coworkers about the problems they face, and when they get criticism or advice from their coworkers, sometimes they don't take it well.

In interviews that researchers conducted with DES sources, the sources said that, *"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 when they're in the workplace. With the calmness and agility of Generation Z, 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. Like if the work situation is too serious, but if there is Generation Z, it can be more fluid. Being able to communicate with superiors in a more relaxed way. 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 the existence of good relationships in the organization.

In interviews that researchers conducted with DAR sources, the sources said that, *"They can work if their environment supports them. But if it doesn't support them, they can't work"*. From this statement, it can be concluded that Generation Z needs support from other employees and a good working environment. With a supportive work environment, it is expected that generation Z can work well. However, Generation Z also needs to 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"*. From this statement, it can be concluded that generation Z has to be responsive to the significant changes that happen in the world. With significant changes in Gen Z jobs, they are highly responsive to changes around them. So, they can adapt quickly with support from all parties.

Table 2. The Characteristics of Generation Z

No	The Characteristics of Generation Z
1	Technology-savvy

No	The Characteristics of Generation Z
2	Prioritize their feelings
3	Calm and agile
4	Positively can change the work atmosphere
5	Responsive to significant changes
6	Needs support from others

Source: Research Data (2025)

The Advantages of Generation Z

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 or 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 don't 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"*. From this statement, it can be concluded that they have more energy/power, so they don't get tired easily and get sick. Then, they are very open to the latest technology. Generation Z has very good energy or endurance, which can support the development of their careers. Because all employees are required to be able to adapt to all conditions that may occur in the future. This requires strong endurance and mentality.

This is also supported by the opinion of the ACD source, *"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 side by side with 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.

The AS resource person during the interview also agreed with the statement of the other resource person. The resource person stated, *"In my opinion, Generation Z is more tech-savvy. So, they are better able to teach technology to the previous generation"*. From all the statements above, it can be concluded that Generation Z is more literate in the latest technology and they can take advantage of it, so that they become creative individuals in their work.

The NA resource person during the interview also agreed with the statement of the other resource person. The resource person stated, *"I feel this because we live side by side with 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, for example, we want to create an idea, and 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. So, they are able to 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 don't think about it, but they do. So there are so many jobs that Gen Z is more expert in; they understand them very well. So like systems or systems that have been around for a long time, so they can be made easier by them. That's it and I'm also very sure that Gen*

Z is very smart 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, 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. So, they are able to build their employee branding well. Generation Z is noted for being technologically proficient and active on a variety of 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 3. The Advantages of Generation Z

No	The Advantages of Generation Z
1	More power
2	Open to the latest technology
3	Creative and active
4	Has good innovation
5	Agile

Source: Research Data (2025)

The Disadvantages of Generation Z

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 can't 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 can't 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*". 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 major 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 lose enthusiasm for work, and their work ethic is lacking. Generation Z easily loses work enthusiasm when the work environment does not support them in developing.

In interviews that researchers conducted with DAR sources, the sources said that, *"the first drawback of Gen Z is that they are too idealistic. That's what I said, that should be cultivated first, you know, you have to plant it first, appreciate the process, if you feel capable, I'm 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". From this statement, it can be concluded that Gen Z is too idealistic, and they can't 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 that, *"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".* From this statement, it can be concluded that Gen Z has difficulty with communication, and they are 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, but other generations, such as Generation X and Boomers, do not like the communication style through social media, because their generation prefers direct communication.

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

Table 4. The Diadvantages of Generation Z

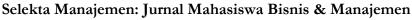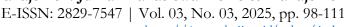| No	The Diadvantages of Generation Z
1	Less focused
2	Can't be loyal
3	Easy to lose work enthusiasm
4	Tends to be individualistic people
5	Lacks communication skills
6	Too idealistic

Source: Research Data (2025)

The Challenges of Generation Z

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, may have lost their work enthusiasm, lack work motivation, fear when starting a job or encountering something new in a job, 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 job. 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. But maybe from the worker's work environment, the work environment does not support developing a career like*

which is the challenge". From this statement, it can be concluded that they may have lost their work enthusiasm, or perhaps their work environment may not be supportive. The work environment greatly 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, but 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".* From this statement, it can be concluded that a lack of work motivation, a lack no loyalty to the company, and a lack of 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. 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's like some of them have started to feel afraid even though they haven't 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 don't think I'm suitable. I don't dare because I've never had one in this field. Well, I think that's one of the challenges that Gen Z has to face now because fear is like a pest that eats away at our minds".* From this statement, it can be concluded that fear when starting a job or encountering something new in a job, and Gen Z easily feels comfortable in their zone. 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.

The statement above is supported by statements from DES sources, the sources said that *"the challenges faced by Generation Z when working, according to me and also 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 learn 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 don't know how to navigate or cope with it. Generation Z does not yet know how to overcome these challenges. Therefore, there needs to be 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's very different. In my opinion, the most influential thing is communication; we have to learn English".* From this statement, it can be concluded that communication between employees is a new challenge they face, and learning other languages. Generation Z is encouraged to be able 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 be able to master a foreign language, because this can help themselves and their organizations or companies to build good relations with foreign parties.

Table 5. The Challenges of Generation Z

No	The Challenges of Generation Z
1	Maintains its focus
2	Easy to feels comfortable in its comfort zone
3	Connectivity

No	The Challenges of Generation Z
4	Encounter new things
5	Communication between employees
6	Maintains its work enthusiasm

Source: Research Data (2025)

Discussion

The Characteristics of Generation Z

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 and McMahon (2005) in 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 work 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 from it, and adapt to technologies, roles, and work models that change. At work, they will actively seek to upskill and reskill.

The phenomenon that generation Z is calm and agile fits with what Seemiller and Grace (2016) say: According to an in-depth study of Generation Z, they are described as thoughtful, determined, and resilient; this generation is more strategic and emotionally selfaware 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 (2000), which 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 great 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 is in line with the quotes. According to this viewpoint, the work environment is created by social interaction. Gen Z is more likely to deliberately promote an open, creative, and emotionally healthy workplace culture, such as through informal communication, humour, or

interestbased networks. They create new modes of contact that reduce organisational rigidity and boost employee engagement.

The Advantages and Disadvantages of Generation Z

The results of an in-depth analysis of the existing data, researchers identified that the advantages of Generation Z 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. Then, Generation Z has good innovation and employee branding. Then, Gen Z is 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 the 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 are accustomed to using digital media since childhood, Generation Z has a preference for 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. And Gen Z develops when they have freedom and opportunity. Gen Z achieves as well as innovates with high enthusiasm, along with 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 can't 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 can't 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 can't 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. This is sometimes considered insensitive or too pragmatic by coworkers across ages, creating communication barriers.

The phenomenon of the generation Z work ethic is lacking is in line with the theory of Twenge (2017), who said, each generation is shaped by unique historical experiences and has different work characteristics. Which generation Z values work-life balance, flexibility, and meaning over long working hours or absolute loyalty. This is sometimes misinterpreted as lacking work ethic by older generations.

The Challenges of Generation Z

The results of an in-depth analysis of the existing data, researchers identified that the challenges faced by generation Z in the workplace today are, namely, their inability to maintain their focus while they are working. Then, may have lost their work enthusiasm, lack work motivation, fear when starting a job/encountering something new in a job, and 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 and 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; not given the freedom 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 is in line with the generational communication theory, which states, each generation has a different communication style, influenced by technological and cultural developments. Generation Z tends to be 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. Which is often done by Gen Z (switching between work applications and social media) causes a decrease in focus because attention is not fully shifted. And, causes overload and is easily distracted by things outside of work.

The phenomenon of generation Z easily feels comfortable in their comfort zone is in line with White (2008), 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. Which means that Generation Z, although adaptive to technology, can feel uncomfortable when faced with new situations outside of 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 certain changes, they can be anxious about facing structural uncertainty, such as work without clear direction, changing expectations, or an unstable work environment.

RESEARCH LIMITATIONS

This study has several limitations. First, the relatively small number of participants, only six Generation Z respondents, limits the ability to capture a broader diversity of experiences and perspectives. Second, the purposive sampling technique used has the potential to introduce selection bias because respondents were selected based on specific criteria and are not representative of the population as a whole.

Third, the use of thematic analysis in this qualitative study allows for deeper understanding, but its interpretation remains influenced by the researcher's subjectivity. Fourth, this study relied solely on interviews as a data collection method and therefore did not utilize other data sources that could have enriched the findings, such as observation or document analysis. These limitations can be addressed in future research by expanding the number and variety of respondents, using data triangulation methods, and strengthening procedures for the validity and reliability of the findings.

MANAGERIAL IMPLICATIONS

To improve the career development of Generation Z, the author suggests that companies can implement:
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 given the freedom 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, automate payroll processes, attendance, and financial reports;
4) Based on the findings that I found during the interview, Generation Z does not have good connections to individuals or 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 in building their motivation and work spirit, companies can implement a collaborative and open work culture among employees. For example, companies can involve different backgrounds and expertise in decision-making and form cross-divisional teams.

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; 1) highly adept at using technology in their work; 2) prioritizes their feelings in all situations; 3) more agile and calm; 4) easily changes the work atmosphere from being stiff to being closer to each other and more cheerful; 5) more responsive to significant changes; 6) 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.

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