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## Expectations of Generation Z in the World of Work Towards a Golden Indonesia 2045

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### Abstract

It is known that each generation entering the world of work has a different character and mindset. Generation Z born between 1995 and 2012 where in this era, information technology developed rapidly. This generation has begun to enter the world of work. There are concerns about companies' ability to attract and retain this new generation. Companies that want to attract talent from Generation Z must understand their needs. The aim of this qualitative research is to explore the expectations of the university-educated Generation Z in the world of work in Indonesia, who have recently entered or will soon enter the labour market. The focus of this research is what Generation Z is looking for in the world of work in order to realize a Golden Indonesia 2045. This research uses Interpretative Phenomenological Analysis (IPA). Interviews were conducted with 10 (ten) college alumni at several universities spread across Semarang and its surroundings. This research is useful for employers in helping them better understand this new group and help initiate changes to their recruitment processes in the coming period.

### Keywords

Generation Z, Work-Related Preferences, Motivation, Golden Indonesia.

## 1. Introduction

In realizing the vision of a Golden Indonesia 2045, Indonesia is equipped with various strengths that must be taken into account. Press release from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia HM.4.6/206/SET.M.EKON.3/06/2023, one of its strengths is that Indonesia has the 4th largest population in the world with a workforce of 146.6 million. Expanding employment opportunities is of course an important focus. However, Indonesia still needs to be prepared to face various challenges that will arise, which are related to increasing human resource productivity, increasing capital productivity, climate change, and the increasingly dynamic challenges of global stability in the future (Dwivedula & Singh, 2020; Kawka & Borovac Zekan, 2023).

According to the IDN Research Institute in the Indonesia Genn Zreport 2024, Gen Z was born between 1997 and 2012 currently it is the largest generation with 27.94% of the total population or 74.93 million people. In Indonesia, generation Z plays an important role in various aspects of society, including politics, economics and society. Almost half of Generation Z have entered productive age, while the rest will be able to enter the world of work in the coming year (Marhadi & Hendarman, 2020; Mas'ul, 2023).

Every time a new generation enters the world of work, this attracts a lot of attention from both academics and practitioners who aim to understand this new generation (Gelbart & Komninos 2012; Permatasari & Murdiono, 2022). Generations are identifiable groups that share the same birth year, age, location, and important life events at critical developmental stages Kupperschmidt (2000). Members of the same generational group are thought to adopt similar thought patterns as a result of unique cultural, political, and economic experiences that lead to the different beliefs, attitudes, behaviours, and values of each generation (Xander et al., 2012; Parry & Urwin, 2011; McCrindle, 2014; Amidjono al., 2023). Because these differences also concern work and the work environment, every time a new generation enters the workforce, managers tend to have difficulty understanding the new group, namely understanding their unique motives, attitudes and personality profiles. which is critical to attracting and retaining a talented workforce (Lyons & Kuron, 2014; Gelbart & Komninos, 2012).

This article provides new insight into what drives this generation and what they are looking for in the employers of their choice and can be a starting point for making recruitment processes more effective in the future. The hope is that companies can plan and design human resources more effectively to ensure increased performance if they understand earlier the factors that influence Generation Z's work motivation.

## 2. Methods

The aim of this research is to understand Generation Z's expectations of the work environment in Indonesia. The phenomenon studied revolves around the basic needs and desires of Generation Z in Indonesia. The focus of this research is what Generation Z is looking for in a work environment, how they feel about the current Indonesian labour market situation, what they have experienced and what they may be looking for from employers that previous generations have never looked for. This research reveals the hopes of Generation Z and answers questions about what the newest generation needs in the labour market in the future to realize a Golden Indonesia 2045. Participants were members of Generation Z, i.e. born between 1995 and 2002, who were graduates with a bachelor's degree. The sample includes ten members of Generation Z who have worked and are still working in a company. Participants were interviewed in groups of five people. Interpretative Phenomenological Analysis (IPA) interviews seek to create a bond with participants

as a conversation and interpretative data collection method to explore and understand lived experiences.

### **3. Results and Discussion**

#### ***3.1. Characteristics of Generation Z***

Generation Z is called the internet generation or iGeneration. Dill (2015) revealed a survey about Generation Z conducted by Forbes Magazine in North and South America, Africa, Europe, Asia and the Middle East where the survey showed that Generation Z was the first global generation to grow up in an uncertain and complex environment. shape their views about work, education, and the world. Wijoyo et al. (2020) stated that Generation Z has different expectations in the workplace, they are oriented towards their career. This ambitious generation of professionals has high technical and language skills (Pamela & Indrawati, 2022; Ngaeni & Iwan, 2024).

Having used technology from an early age, members of Generation Z are known as digital integrators or digital natives because of their technical fluency, high connectedness, and ability to integrate technology. seamlessly into almost all aspects of brand life (Friedrich et al., 2010; Sidorcuka & Chesnovicka 2017). They engage visually, choosing to watch a video summarizing an issue rather than reading an article on the subject (McCrindle, 2014).

Although technology is deeply embedded in their lives and much of their social interaction takes place on the Internet, when it comes to communicating with managers, they prefer honest face-to-face communication (Schwabel, 2014; Friedrich et al., 2010). Additionally, they place greater importance on privacy and security than the slightly older Generation Y, and are more interested in private social networks (Lanier, 2017; Roblek et al., 2018). McCrindle (2014) characterizes Generation Z as the most materially rich, technology-saturated, globally connected, and formally educated generation the world has ever seen. Furthermore, they are characterized as realists, materialists, and pragmatists (Freidrich et al., 2010; Lanier, 2017). They are expected to be more educated than previous generations, with a preference for adaptive, engagement-focused, and interactive learning environments (McCrindle, 2014). Although often depicted as multitaskers in popular practitioner literature, recent research suggests that compared to Generation Y, members of Generation Z are less likely to agree that they enjoy multitasking, and are also less likely to want to work in a fast-paced environment (Schwabel, 2014; Azzahra et al., 2024).

#### ***3.2. Expectations of Generation Z in the World of Work Realizing Golden Indonesia 2045***

Generation Z hopes to be directed and guided while still being given discussion space to provide input when they state they are ready to face the new challenges that are in front of them. They need meaningful work so they can develop themselves and have an impact on their environment, both family and society (Febriana, & Mujib, 2024). They hope to work in companies that have sustainability and clear career paths and have a good organizational culture (collaboration, work-life balance, coaching mentoring, mentoring new workers). They need work that is balanced with their personal and spiritual life. They like work with challenging but achievable targets (Krisdayanti, & Lianto, 2023). They expect work with adequate financial rewards commensurate with their duties, responsibilities and achievements. They expect jobs that provide security and protection. They hope to work in a company with a boss who provides solutions and provides recognition and space for discussion and collaborative colleagues (Ganguli, et al., 2022).

Generation Z is not only looking for income from their work but also a deeper sense of meaning and purpose. They desire jobs that provide opportunities to

develop skills and experiences beneficial for their personal and professional growth, especially in reputable and well-established companies. Challenging work is an appealing factor that can motivate them; they seek jobs that are not merely routine but also allow them to continuously learn, grow, and take on new challenges regularly. Additionally, they tend to look for work that not only offers income or opportunities for self-development but also makes a real and sustainable contribution to society or the surrounding environment. Their high social awareness drives them to use their skills to bring positive change to society, including through jobs that enable involvement in social initiatives (Ladao et al., 2022).

For Generation Z, salary is a crucial tool for achieving various life goals, meeting personal and family needs, and providing a sense of financial security that is essential for life stability. A sufficient salary enables them to save and invest for the future. However, beyond salary, there are other tangible rewards that significantly influence their job satisfaction and motivation. These include health and wellness benefits such as health insurance, wellness programs, and access to medical facilities; a clear career path that outlines growth opportunities; recognition and appreciation for their work; and a positive company culture that is inclusive, collaborative, and supportive, fostering both personal and professional development (Wulur, & Mandagi, 2023).

Generation Z expects a company to provide a strong learning environment where they can be trained from the beginning, acknowledging that they may lack some skills and knowledge initially. They value having mentors—whether senior colleagues or superiors—who can offer reliable guidance, answer their questions, and help them develop their careers. Open communication with colleagues and superiors is key, as they seek leaders who set positive examples and foster a culture of knowledge-sharing and healthy competition. Moreover, they desire a flexible and informal work environment where they can be themselves and feel comfortable expressing their ideas. They appreciate leaders who create space for open discussions, not limited to work-related topics, and encourage spontaneous socialization, contributing to a relaxed and supportive workplace atmosphere (Harris & Ismail, 2021).

Generation Z places a high value on a healthy work-life balance, needing time to enjoy their personal lives, spend with family, and fulfill their spiritual needs. They prioritize effective time management that allows them to have personal time for themselves. Additionally, they appreciate the opportunity to engage in side projects that do not interfere with their main job but provide valuable insights and skills that can benefit their career growth. They also expect a level of autonomy in the workplace, where they have the freedom to create and implement new ideas without excessive interference from superiors. They want to contribute meaningfully to the company's success by having the opportunity to provide input and drive performance.

#### **4. Conclusion**

In order to increase the productivity of human resources to realize the vision of a Golden Indonesia 2045, Generation Z, which is the generation with the largest number, needs to know what Generation Z expects and expects in the world of work. The disclosure in this research is that they hope it will be meaningful for the environment, both the family environment and the surrounding community. They expect meaningful work and hope for a career path in their work, of course they also hope to work in a bona fide company. They hope that their contributions and ideas will be meaningful and recognized. When choosing a company to apply to, they will always look for opportunities in an environment where they can gain significant benefits. These findings can help companies seeking to attract Generation Z better understand this new group and initiate changes to their recruitment processes. Companies can prepare and direct in the right direction on how to attract and retain

this new generation in order to increase human resource productivity. Considering that Generation Z is a generation that has used technology from an early age, companies can also communicate with technology what the company has which is the hope of this new generation.

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