Mapping Generation Z Work Priorities: Comprehensive Study and Strategic Implications for Office Management in the Age of AI

Rheina Syahla Syafani[1]
Department of Business Administration
Politeknik Negeri Bandung
Bandung, Indonesia
rheina.syahla.abs423@polban.ac.id

Nazwa Nur Hasya[2]
Department of Business Administration
Politeknik Negeri Bandung
Bandung, Indonesia
nazwa.nur.abs423@polban.ac.id

Harmon Chaniago[3]*
Department of Business Administration
Politeknik Negeri Bandung
Bandung, Indonesia
harmon@polban.ac.id

ABSTRACT

This study is important because understanding the work preferences of Generation Z is crucial for organizations to attract and retain young talent in the digital era. The research aims to identify the key factors influencing Generation Z's choice of workplace and their expectations regarding a modern work environment. Employing a qualitative approach, data were collected through in-depth interviews with 12 Generation Z informants and were analyzed thematically. The findings reveal that Generation Z prioritizes financial stability through fixed salaries, flexibility in work time and location, a supportive work atmosphere, and career development opportunities. Additionally, they value the integration of technology, particularly artificial intelligence, as a means to enhance work efficiency, while emphasizing the need for a balance between technological and human roles. Collaborative leadership styles, constructive feedback, transparency, and autonomy are also among their primary expectations from management. The implications of this study suggest that management should adapt recruitment and retention strategies by offering competitive compensation, work flexibility, a positive work environment, and opportunities for personal growth to create an attractive workplace for Generation Z.

Keywords: Artificial Intelligence; Digital Transformation; Generation Z; Office Management; Work Priorities

*Corresponding Author: harmon@polban.ac.id

INTRODUCTION

In recent decades, the office world has undergone profound changes triggered by technological advancements, changing workforce demographics, and paradigm shifts in management. As 2025 approaches, these changes are accelerating as new generations enter the workforce and artificial intelligence (AI) technology becomes more widespread across industries. Brahmaji (2024) highlights that although AI automation has significantly reduced traditional middle-skilled jobs in manufacturing, logistics, and administrative fields, it has simultaneously created new opportunities by boosting employment in AI development, human-AI teamwork, and roles linked to digital transformation by 31.7%.

Generation Z, born between 1998 and 2009 (Tapscott, 2008), has now become an important part of the global workforce structure. Although much attention is currently focused on the previous generation, the Millennials, Generation Z now represents approximately 32% of the global population, surpassing Millennials in size, and is projected to comprise 30% of the total workforce by 2030 (Jancourt, 2020). Unlike previous generations, Generation Z grew up in a fully integrated digital age, shaping their distinctive preferences, values, and expectations for their professional environment. The significant differences between Generation Z and Generation Y (Millennials) in how they view the world of work create a new dynamic that human resource managers need to understand. A comprehensive comparison of the aspects of work priorities between Generation Y (Millennials) and Generation Z is presented in Table 1. This table summarizes key differences and similarities in their work values, expectations, and behaviors based on a synthesis of recent literature.

Table 1. Comparison of work priorities aspects between Generation Y (millennials) and Generation Z based on a literature review

Aspect of Work Priorities	Generation Y (Millennials)	Generation Z
Materialism vs. Altruism	Generally places greater importance on material gains such as financial rewards and career progression (Khera & Malik, 2017).	Focuses more on balancing work and personal life, along with mental health and job security (Rani, 2022).
Feedback and Communication Needs	Prefers frequent feedback and transparent communication, thriving in less hierarchical, team-oriented settings (Lewis & Roches, 2015).	Values a management style centered on coaching, strong interpersonal connections, and inclusive communication (Carr & Cantrell, 2024; Hislop & Lightfoot, 2024).
Consistency with Personal Values	Looks for harmony between their job and personal beliefs, emphasizing personal achievement and meaningful impact (Lewis & Roches, 2015).	Prioritizes a welcoming workplace and flexible arrangements to juggle work responsibilities and private life (Hatoum, 2025).
Work Schedule Flexibility	While not heavily emphasized, prefers environments that encourage collaboration and recognition.	Places high importance on adaptable work hours and hybrid working models (Hatoum, 2025).

Mental and Physical Well-being	This aspect is less explicitly highlighted.	Pays significant attention to mental wellness and overall health as key factors for job satisfaction and efficiency (Trifan & Pantea, 2024).
Job Security	Values job stability and opportunities for career growth (Lavoie-Tremblay *et al.*, 2010).	Prioritizes guaranteed health benefits and employment certainty when choosing a workplace (Rani, 2022).
Career Development	Appreciates chances for professional advancement as a motivating factor (Lavoie-Tremblay *et al.*, 2010).	Seeks clear career progression paths and opportunities for skill development to ensure long-term stability (Carr & Cantrell, 2024).
Technology and Innovation	Engages with technology for communication and personalized services, especially in tourism (Sziva, 2017).	Although not explicitly stated, as digital natives, technology plays a crucial role in their work life.

Source**:** Compiled from various sources: Khera & Malik (2017); Lewis & Roches (2015); Rani (2022); Carr & Cantrell (2024); Hislop & Lightfoot (2024); Hatoum (2025); Trifan (2023).

According to Rahmat *et al.* (2024), "Human resources play an important role both individually and collectively. As one of the resources in the organization, human resources play an important role in the achievement of organizational goals." In this context, deeply understanding Generation Z's work priorities is crucial for human resource management in the AI era. This not only affects employee recruitment and retention strategies but also has a direct impact on workplace design, organizational structure, and leadership style.

The application of AI in the office environment, such as the automation of routine administrative tasks (scheduling, reporting, data processing) and the use of chatbots for internal communication services, provides significant efficiencies. These technologies allow employees, especially Generation Z, to focus more on strategic and collaborative work and support the work flexibility they expect. However, the use of AI still needs to be geared towards aligning with the human values and professional expectations of this generation.

This research aims to map Generation Z's work priorities in the context of the digital transformation of offices accelerated by AI implementation. With a comprehensive approach, this research uses qualitative methods to identify the main factors that influence Generation Z's job satisfaction and productivity, as well as their implications for office management strategies. Specifically, this research explores how the balance between flexibility, autonomy, collaboration, and professional development becomes a determinant aspect in shaping an optimal work experience for this demographic cohort.

It should be noted that the current global work landscape is at an inflection point, where three main factors interact simultaneously: (1) demographic shifts with the entry of Generation Z into the workforce; (2) accelerated adoption of AI technology that fundamentally changes work; and (3) redefinition of the concept of "workplace" post-COVID-19 pandemic. The complex interaction of these three factors creates unique conditions that require new approaches to office management. Thus, this research not only focuses on individual preferences of Generation Z but also on how these preferences

transform and adapt in a work ecosystem that is increasingly integrated with AI technology.

Various studies have made significant contributions to understanding Generation Z's work preferences, focusing on their values and expectations in the modern workplace. Hatoum (2025) highlights that Generation Z highly values work-life balance, particularly flexibility in work schedule arrangements and hybrid work models that allow adjustment between work demands and personal life. Additionally, Trifan & Pantea (2024) show that attention to mental health and well-being is a key factor influencing this generation's job satisfaction and productivity.

Regarding job security, Rani (2022) found that health insurance guarantees and job certainty are top priorities for Generation Z when choosing a company. Research by Carr & Cantrell (2024) adds that this generation desires clear career paths and professional development opportunities as part of their long-term stability needs. Furthermore, Carr & Cantrell (2024) and Hislop & Lightfoot (2024) emphasize the importance of an inclusive work environment with a coaching-based management culture that values personal relationships. They suggest that organizations should adjust recruitment and communication strategies to align with the values and expectations of this generation.

These studies have provided valuable insights into various aspects of Generation Z's work preferences. However, most of the research remains descriptive and focuses on specific aspects separately. There is a lack of comprehensive studies mapping Generation Z's work priorities in the context of modern office management, especially considering the influence of artificial intelligence (AI) technology development. Digital transformation and AI bring fundamental changes to the work environment and employee expectations, making a thorough understanding of the interaction between Generation Z's work priorities and AI implementation in the office highly important (Nurain et al., 2024).

This research aims to fill this gap by comprehensively mapping Generation Z's work priorities, ranking the aspects they consider most important within the current work context. Moreover, this study seeks to examine the strategic implications of these priorities for office management in the AI era. Thus, it is expected to provide deeper and practical insights for organizations to adjust policies and management practices relevant to the needs of the younger generation and the latest technological developments.

LITERATURE REVIEW

Characteristics of Generation Z

According to Kupperschmidt, as cited by Putra (2020), said that a generation is a group of individuals with similarities in terms of age, birth year, geographic location, and shared historical experiences that significantly influence their development. Generation Z is also known as the generation that emerged after the Millennial Generation or Generation Y, born between 1988 and 2009 (Tapscott, 2008). Digitalization and AI assistance to complete various tasks in various fields such as education, business, and others have made Generation Z grow amid rapid technological advances, so they are often referred to as the "Internet Generation" or "iGeneration" (Putra, 2016). Compared to previous generations, they can do many things with ease.

According to Faiza & Firda (2018), this generation is often referred to as a technology-addicted generation because almost all of their activities depend on technology. They tend to be very dependent on technology, fickle, like instant things, get bored easily, and sometimes care less about the surrounding environment. Additionally, they are often motivated to take various actions, both positive and negative, by the

intensive use of social media every day. Anggraini & Santhoso (2017) explain that one of the weaknesses of this generation is consumerism, which is the habit of continuously buying goods to fulfill desires rather than needs.

Meanwhile, according to Arum (2023) Generation Z has several advantages, including independence and a strong desire to achieve a better life. They focus on working and earning income to fulfill their life needs. Although they have ambitions to advance the world, currently, they prioritize personal development and creating a more advanced future. In addition, this generation is also known to be very literate in investment, as shown by KSEI data, which states that 58.91% of investors recorded in Single Investor Identification (SID) are aged 30 years and below (Purwanti, 2022).

Digital Transformation of Offices

Westerman *et al.* (2011) explain that digital transformation is the use of digital technology to significantly improve organizational performance and reach, resulting in fundamental changes in customer relationships, internal processes, and organizational value propositions. Meanwhile, Morakanyane *et al.* (2017) view digital transformation as a gradual process that leverages digital capabilities and technologies to renew operational processes, business models, and customer experiences to create new value. Vial (2019) adds that digital transformation aims to strengthen organizations through significant changes in their characteristics, by combining information technology, data processing, communication, and connectivity. In line with this, Sebastian *et al.* (2017) assert that digital transformation not only focuses on technology adoption but also on fundamental changes in how organizations deliver value to their customers and optimize their operations.

Digital transformation in an organization is the application of the latest digital technologies, such as social media, mobile devices, analytics, or embedded devices, which enable significant improvements in various aspects of business, including customer experience, operational efficiency, and the creation of new business models. Vial (2019) explains that digital transformation is a multidimensional phenomenon driven by technology and has a broad impact on the social, political, and economic fields. Therefore, digital transformation in the office environment can be summarized as the use of technology to optimize operational processes and customer experiences, while opening opportunities for the development of new business models that create significant added value.

Ali (2018) states that digital transformation supported by a reliable information system has a positive impact on business performance. Research by Ali & Mappesona (2016) shows that organizations that successfully implement digital transformation are superior in adapting when facing market dynamics. Additionally, Zhang & Xu (2022) emphasize that the development of digital capabilities is an important foundation to ensure the sustainability of digital transformation in organizations.

Artificial Intelligence (AI) in Office Management

The transition to artificial intelligence (AI) is changing the future of the economy, the work environment, and the employee experience (Didem & Anke, 2021). Automation of tasks, replacement of workers, elimination of certain jobs, redistribution of skills, and the need to acquire new skills pose major challenges in the workplace. Meanwhile, Hagel (2018) and Stamate and friends (2021) argue that the impact of AI on the professional environment is complex. Some employees can focus on strategic and reflective tasks as

they are freed from monotonous activities, while others fear job loss and experience instability.

As stated by Ernst (2019) and Buchanan (2005), there is a growing need to develop AI systems that can support workers' health and productivity without interfering with their job performance. Although automated systems are increasingly used in the workplace, there are still doubts and varying levels of acceptance of AI, caused by various factors such as fear of AI and privacy concerns. In summary, while AI has the potential to improve employee well-being through increased job satisfaction, general health, and stress reduction, it also presents significant challenges that can negatively impact the workforce.

In this context, organizations need to ensure that their human resources (HR) can adapt to these technological changes. According to Chaniago (2020) "Along with the development of science and technological advances that demand high professionalism, human resources must have high competence in all aspects. This is useful as a support in competing to achieve company success." Thus, the readiness and development of HR competencies are key factors in optimizing AI potential without compromising the stability and welfare of the workforce.

Generation Z's Perception of AI

Generation Z, often referred to as digital natives because they were raised amid rapid modern technological advances, became the first group to feel the impact of these changes. Therefore, they are considered more ready to adapt to developments and utilize artificial intelligence in their career paths. They also show a strong interest in technology, prioritize speed and efficiency, and have a unique way of learning through various online sources Iftode (2019). Generation Z has a relatively positive attitude towards the benefits of AI in the workplace. A study by Putranto *et al.* (2022) found that "89.2% of Generation Z respondents believe that AI can free them from repetitive and boring tasks, allowing them to focus on more strategic and creative aspects of their work". This perception shows that Generation Z sees AI as a supporter, not as a replacement.

Additionally, Sari & Nugroho (2024) found that "Generation Z views the ability to work and collaborate with AI as an important skill that can increase their competitive value in the labor market". This perception reflects their awareness of labor market trends that are increasingly related to technology. In a study conducted among Indonesian students, Adiyanta & Pratiwi (2023) found that "76.5% of Generation Z respondents consider understanding AI as an added value in their skill portfolio and see the need to learn it early". This shows their proactive perception in adapting new skills. Connelly (2021) highlights the importance for Generation Z to understand the influence of artificial intelligence (AI) on work, as well as their attitudes and behavior in the work environment. McCole *et al.* (2019) assert that an individual's desire to continue using artificial intelligence technology is strongly influenced by several factors, such as their level of trust in the technology, how they view its benefits, and their perception of AI's influence on their work. These factors become the main determinants in the adoption and utilization of AI in the work environment.

Generation Z considers AI as an efficient and effective tool in completing certain tasks, as found in research by Javaid (2023), which emphasizes that artificial intelligence can enable effective, beneficial, and inexpensive design. Therefore, this generation involves AI in various fields to help complete their work faster. Generation Z is generally positive towards AI, but also has certain concerns. Hartono & Gunawan (2023) found that "Generation Z has concerns about privacy and security of personal data processed by AI

systems, with 72.4% of respondents mentioning the need for stricter regulations". This perception shows an awareness of the social and legal implications of AI technology.

RESEARCH METHOD

This research uses a qualitative approach with a phenomenological design to deeply understand the work preferences, views, and values of Generation Z in the context of digital transformation and the application of artificial intelligence (AI) technology in the work environment. The choice of the phenomenological approach is based on the need to capture the subjective meanings formed from the informants' individual experiences, especially since the research topic is related to social perceptions, expectations, and interpretations that cannot be measured quantitatively. This approach is considered most appropriate as Generation Z is a relatively new generation entering the workforce and is adapting to rapid technological change. Therefore, a deep and open understanding of their experiences in dealing with these changes is needed. The phenomenological approach also allows researchers to explore not only factual information but also emotional and reflective dimensions, such as the reasons behind changing work priorities, perceptions of AI, and expectations of future leadership styles.

The research process was carried out for five days in April 2025. In accordance with Rahardjo's (2020) view, "Qualitative research is research that aims to understand social reality, namely seeing the world as it is, not the world as it should be, so that a qualitative researcher must have an open nature." In line with this view, the phenomenological approach was chosen so that researchers can truly understand Generation Z's subjective experiences in interpreting the world of work and their interactions with technology such as artificial intelligence (AI).

Primary data was collected by conducting in-depth interviews. This technique allows researchers to explore the research topic in depth while providing flexibility in digging up unexpected but relevant information for the research. Interviews were conducted with a duration of 15-30 minutes for each participant, either through face-to-face meetings or online using video conferencing applications, according to the preferences and availability of participants. All interviews were recorded with the respondent's permission and then transcribed verbatim for analysis purposes.

Thematic analysis is a method in qualitative data analysis used to identify and evaluate patterns or themes seen from the data that has been collected. This method is effective for dissecting qualitative data in detail, allowing researchers to find pattern relationships in a phenomenon through the researcher's perspective Braun & Clarke (2006).

This research involved 12 informants who were selected using a purposive sampling technique based on the following criteria:

- Individuals born in 1998-2009 (included in the Generation Z category);
- Have a minimum of one year of work experience or are currently actively working;
- Come from diverse industry backgrounds, education, and job positions.

RESEARCH RESULTS

The following section presents the key findings from the interviews conducted with Generation Z participants regarding their work priorities. The data include participant demographics and detailed responses to interview questions that are directly related to the research variables. The demographic characteristics of the Generation Z participants

involved in this study are detailed in Table 2. This information provides context regarding the background of the informants whose perspectives form the basis of the qualitative analysis.

Table 2. Demographic characteristics of Generation Z participants

Participant	Age	Gender	Education	Work Experience
Participant 1	24	M	Bachelor's in Office Management Education, Universitas Pendidikan Indonesia (UPI)	Honorary Teacher, SMK Merdeka Bandung, 1 year
Participant 2	25	M	Bachelor's in Communication Science, Universitas Lancang Kuning (UNLA)	Customer Service, Itemku, 1 year
Participant 3	23	M	Bachelor's in Mathematics, Universitas Padjadjaran (UNPAD)	Research Administration Staff, Universitas Bisnis Indonesia, 1 year
Participant 4	22	M	Vocational High School 7 Bandung	Laboratory Analyst, PT Ubar Jalindo, 1 year
Participant 5	22	M	Bachelor's in History, Universitas Padjadjaran (UNPAD)	Field Technical Officer, PT Infokes, 1 year
Participant 6	26	M	Diploma 3 in Aeronautical Engineering, Politeknik Negeri Bandung (POLBAN)	Sales Engineer, 3 years
Participant 7	18	M	Undergraduate Diploma 4 in Mechatronics, Politeknik Negeri Bandung (POLBAN)	Marketing, Dimsum Umi, 1 year
Participant 8	23	F	Bachelor's in Management, Universitas Muhammadiyah Bandung (UMB)	Administrative Staff, 1.5 years
Participant 9	19	F	Vocational High School 11 Bandung	Cashier, Yogya, 1 year
Participant 10	25	M	Bachelor's in Management, Universitas Muhammadiyah Bandung (UMB)	Academic Administrative Staff, 1 year
Participant 11	20	F	Vocational High School 11 Bandung	Online Administrative Staff, Planet Fashion, 2 years
Participant 12	20	F	Vocational High School Bina Warga	Administrative Staff, 1 year

Source: Own Compilation (2025)

The first question posed to all participants was, "What factors do you consider most crucial when choosing a workplace?" The results showed that the majority of respondents (9 out of 12) prioritized a fixed salary and financial security as their top concern. Beyond financial considerations, 7 participants regarded flexibility in work

scheduling as essential. Eight participants emphasized the importance of a supportive and conducive work environment. Furthermore, 6 respondents highlighted that opportunities for professional development also played a significant role, while 5 participants considered the strategic location of the workplace to be influential in their decision-making. These findings indicate that economic stability and a supportive work atmosphere are two central factors for Generation Z when selecting their career paths.

The next focus was on how work priorities evolve with experience, with the question: "Have your work priorities changed since you first entered the professional world? If yes, how have they changed?" Eight out of 12 participants acknowledged a noticeable shift in their priorities. Initially, 7 individuals placed greater emphasis on salary and the proximity of the workplace to their residence. However, over time, 8 participants began to prioritize flexibility in work arrangements, and 6 placed more importance on opportunities to develop their competencies. Additionally, 7 participants stated that balancing personal life and career has become increasingly critical. This dynamic reflects that as they gain more experience, Generation Z tends to seek jobs that not only offer good financial compensation but also support personal growth and holistic well-being.

Regarding preferences for an ideal work environment, participants were asked: "What does your ideal work environment look like?" Ten participants described an ideal workplace as one that provides adequate facilities, a toxin-free atmosphere, and strong support from colleagues and supervisors. Moreover, 8 participants expected recognition and appreciation for their contributions, while 7 emphasized the importance of open communication and opportunities to voice ideas and feedback. This portrayal confirms that Generation Z values workplaces that are not only well-equipped but also foster mutual respect, collaboration, and personal development.

When asked about their preferred work model, "Which work model do you prefer: Work from Home (WFH), Work from Office (WFO), or Hybrid? Why?", responses varied among participants. The majority, 7 out of 12, expressed a preference for the Hybrid model due to the flexibility it offers and its ability to reduce work monotony. Four participants chose WFH citing time efficiency and cost savings, while 3 preferred WFO for better discipline and easier team collaboration. This variety in preferences reflects Generation Z's appreciation for autonomy in selecting the work style that best suits their personal needs and the nature of their job.

The topic of Artificial Intelligence (AI) integration in the workplace was also explored with the question: "What is your opinion on the use of Artificial Intelligence (AI) technology in daily work?" Nine out of 12 participants agreed that AI greatly assists in improving work efficiency and productivity, especially by automating monotonous routine tasks. However, 5 participants expressed concerns about the potential for overdependence on AI and stressed that human oversight remains crucial to ensure that the use of such technology aligns with ethical values and the company's strategic goals. Two participants who had no direct experience with AI admitted they could not provide a comprehensive evaluation. This attitude indicates that Generation Z welcomes technological innovation but remains cautious about its long-term implications and the need to balance automation with human intervention.

Finally, the ideal leadership style was examined through the question: "What kind of leadership style do you expect from a supervisor?" The results showed that 10 out of 12 participants desire leaders who are open, communicative, and supportive. Eight participants preferred supervisors who act as mentors and facilitators rather than rigid, authoritarian figures. Seven participants also emphasized the importance of transparency and constructive feedback as integral parts of employee development. These preferences

affirm that Generation Z values collaborative and empowering leadership that not only focuses on achieving targets but also invests in the growth and well-being of individuals within the team.

DISCUSSION

This study explored Generation Z's work priorities, revealing several key themes that align with and expand upon prior research. The findings provide insight into the values and expectations that shape Gen Z's career choices and workplace preferences in the contemporary work environment. The prominent emphasis on a fixed salary and financial security among participants corresponds with Rani's (2022) findings, which highlighted job certainty and health insurance guarantees as top priorities for Generation Z. Our results confirm that economic stability remains a fundamental consideration for this cohort when selecting employers. However, the data also show that financial compensation alone is insufficient; participants equally value flexibility in work schedules and a supportive work environment, reflecting a more holistic approach to job satisfaction. This aligns with Hatoum (2025), who emphasized Gen Z's strong preference for work-life balance, particularly through flexible and hybrid work models. The coexistence of these priorities suggests that while financial security is nonnegotiable, Gen Z increasingly seeks workplaces that accommodate their lifestyle and well-being needs.

The observed shift in priorities from an initial focus on salary and location to greater emphasis on flexibility, professional development, and work-life balance illustrates the dynamic nature of Gen Z's career expectations. This evolution aligns with Trifan and Pantea's (2024) research, which underscores the growing importance of mental health and well-being in sustaining job satisfaction and productivity. The finding that participants increasingly value opportunities for personal growth and balance between work and life as they gain experience suggests that employers must provide not only competitive compensation but also supportive environments that foster continuous learning and psychological well-being. This dynamic also highlights the need for adaptive management strategies that evolve alongside employees' changing needs.

Participants' descriptions of an ideal work environment characterized by adequate facilities, a nontoxic atmosphere, strong peer and supervisory support, and open communication resonate with Carr and Cantrell's (2024) and Hislop and Lightfoot's (2024) emphasis on inclusive workplaces that foster coaching cultures and value personal relationships. The demand for recognition and appreciation further reflects Gen Z's desire for meaningful engagement and validation at work. These findings reinforce the notion that organizational culture plays a critical role in attracting and retaining Gen Z talent. Companies that cultivate transparent, respectful, and collaborative environments are more likely to meet the expectations of this generation.

The preference for hybrid work models among the majority of participants supports Hatoum's (2025) assertion that flexibility in work arrangements is a key driver of work life balance for Gen Z. The diversity in preferences, some favoring WFH for efficiency and cost savings, others preferring WFO for discipline and teamwork, demonstrates that Gen Z values autonomy in choosing work styles that best fit their individual circumstances and job requirements. This heterogeneity suggests that organizations should offer flexible policies rather than one-size-fits-all approaches to work location and scheduling.

Participants generally viewed AI positively as a tool to enhance efficiency and automate routine tasks, consistent with the increasing integration of technology in modern workplaces. However, concerns about overreliance on AI and the need for human

oversight reveal a cautious stance that balances enthusiasm with critical awareness. This nuanced view reflects Gen Z's digital nativity combined with an understanding of technology's limitations. Organizations should therefore implement AI thoughtfully, ensuring transparency and maintaining human judgment in decision-making processes.

The strong preference for open, communicative, and supportive leadership aligns with Carr and Cantrell's (2024) findings that Gen Z values coaching management styles and inclusive leadership. The desire for mentors rather than authoritarian figures, and for transparent, constructive feedback, underscores Gen Z's need for developmental support and relational trust in the workplace. This leadership style fosters engagement and motivation, which are essential for retaining younger employees who prioritize personal growth and meaningful work relationships.

While the findings broadly confirm existing literature, some variability in preferences, such as the differing favored work models and mixed experiences with AI, indicates that Generation Z is not a monolithic group. Individual differences, job types, and organizational contexts influence these preferences. Moreover, two participants' lack of direct experience with AI suggests that technological adoption and familiarity may vary widely, affecting perceptions and acceptance. These nuances highlight the importance of avoiding overgeneralization and tailoring organizational strategies to diverse employee needs.

Overall, this study reinforces and enriches the understanding of Generation Z's work priorities as a blend of financial security, flexibility, supportive environments, and developmental opportunities. Employers aiming to attract and retain Gen Z talent must adopt flexible work policies, foster inclusive and coaching-oriented cultures, leverage technology judiciously, and cultivate transparent, empowering leadership. These strategies will help organizations align with the evolving expectations of the newest generation entering the workforce.

CONCLUSIONS

Based on the research findings, it can be concluded that Generation Z has specific priorities in choosing a workplace that reflect pragmatic characteristics while valuing flexibility and self-development. Financial compensation is the main consideration for most informants, showing their awareness of the importance of economic stability. In addition, flexibility of work time and location is highly valued as a fundamental aspect that supports work-life balance, efficiency of time, energy, and transportation costs, and mental health. Career development opportunities and a supportive work environment are also important factors that show long-term orientation and the need for a conducive work atmosphere. As work experience increases, Gen Z's priorities tend to shift from a focus on financial and location aspects to self-development and life balance, indicating preference dynamics that need to be considered by organizations. In the context of technology, Generation Z views AI as a tool that increases productivity as well as a catalyst for learning and innovation, but they also realize the importance of human intervention to overcome the limitations of technology. Regarding leadership, Gen Z prefers styles that are collaborative, supportive, provide autonomy, and transparency in decision making, with the hope of receiving constructive input to support their career development. Therefore, organizations need to adjust management strategies and human resource development to be able to meet the unique expectations of this generation.

For future research, it is recommended to involve a larger and more diverse number of informants to obtain more representative and comprehensive data regarding Generation Z's work priorities in various contexts and industries. In addition, the use of

quantitative methods or mixed methods can be considered to strengthen the validity of findings and broaden understanding of the dynamics of this generation's work priorities. In terms of strategic implications for companies, it is suggested that companies develop competitive and transparent compensation policies and implement work flexibility that supports work-life balance, such as hybrid or remote work options. Companies also need to build a supportive work environment with a collaborative culture and inclusive leadership, provide autonomy to employees, and provide constructive feedback regularly. In addition, the integration of technology and AI should be optimized as productivity aids as well as learning platforms, while maintaining the human role in work completion. Thus, companies can increase the attractiveness and retention of Generation Z employees and drive sustainable organizational growth.

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