



Generation Z Human Resource Strategy Drives Employee Performance Outcomes

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Abstract. General Background: Human resource management plays a critical role in organizational success by optimizing employee capabilities, particularly in the context of rapid digital transformation and evolving workforce characteristics. Specific Background: Generation Z, characterized by technological adaptability, flexibility preferences, and career development orientation, requires tailored management strategies to align with organizational goals, as observed in Toko Utama Elektrik. Knowledge Gap: Despite growing attention to Generation Z in the workplace, limited qualitative insights exist regarding how specific human resource management strategies address their unique characteristics to improve employee performance in trading sector contexts. Aims: This study aims to analyze Generation Z human resource management strategies and their role in improving employee performance through a qualitative approach involving interviews, observation, and documentation. Results: The findings indicate that structured job descriptions, implementation of standard operating procedures, digital adaptation, training initiatives, career development opportunities, and collaborative work environments contribute to improved employee performance, responsiveness, and operational efficiency. Generation Z employees demonstrate strong adaptability, innovation, and technological competence, which support organizational progress. Novelty: This study provides an in-depth qualitative exploration of Generation Z human resource management strategies within a real organizational setting, highlighting the integration of digital orientation and employee-centered development practices. Implications: Organizations should design adaptive human resource strategies emphasizing training, flexibility, technological integration, and career development to align with Generation Z characteristics and sustain performance in dynamic work environments.

Keywords: Generation Z, Human Resource Management, Employee Performance

1 Introduction

Human resources are the potential that every human being must have as social beings, as well as having a competitive advantage, which is one of the characteristics that can lead to good performance. Human resource development is an important effort in managing human resources comprehensively. Therefore, the quality of human resource development must be improved for each employee so that they can achieve more optimal performance in line with their expertise in their field. The importance of adjusting methods in managing human resources is fundamental in line with the rapid advancement of technology and shifting worker demands in today's digital age. In achieving the goal of the need for quality human resources and to have quality human resources, companies need to have good human resource management.

Human resource management can plan sufficient measures to overcome these

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obstacles and build a work environment that promotes efficiency while prioritizing the mental and physical health of employees [1]. These adjustments to human resource strategies include efforts to meet and understand new challenges arising from technological advances, such as the use of artificial intelligence, data processing, and collaboration technologies. Changes in labor demand, such as an increased emphasis on digital skills and flexible leadership abilities, are also key points in designing human resource strategies [2]. Human resource development is an effort to improve quality.

Individual work ability. With increased human resources, one can achieve what must be possessed and obtained through education, thereby making a person mentally and physically strong to do something. With the abilities that each person possesses, they can complete several tasks related to their work. In addition, it also functions as a determinant of the realization of an organizational goal. Because of their role in implementing company policies and operations, human resources are essentially the most important asset. When employees see that their development plans are designed with their personal needs and aspirations in mind, they tend to be more committed, motivated, and willing to contribute to the maximum extent possible[3].

Generation Z consists of people who are open-minded, innovative, and very familiar with technology. They are known as Zoomers, a demographic group born between late 1997 and 2013. They were born and raised alongside the rapid development of technology. This has given them the opportunity to directly follow the flow of technological and internet developments. They have the ability to quickly access and disseminate information and play an active role as consumers of digital content. This generation is characterized by its ability to quickly adapt to technology and digital transformation. They grew up in an era when the internet, social media platforms, and mobile gadgets have become essential elements of daily life.

Characteristics such as entrepreneurial spirit, rejection of hierarchical structures, and the drive to achieve a healthy work-life balance are often seen as key features of Generation Z [4]. They want positions that are meaningful, challenging, and offer opportunities to contribute in a direct way. Appreciation for flexibility, mobility, and the presence of technology in the workplace are also important aspects for this generation. Generation Z also has a strong ability to understand technological advances and the scope of work and companies. Digital transformation has had a tremendous effect on the professional world and human resource management. These changes have resulted in a work environment that is agile, fast-paced, and highly dependent on technology [5]. The use of digital technology, such as artificial intelligence, data analysis, and collaborative platforms, has drastically changed the way companies do business and made technological innovation an important factor in organizational success. Technology can also support human resource responsiveness through the implementation of data analysis and artificial intelligence.

Human resource management and digital transformation have created new methods for attracting, managing, and nurturing employees. [6] Therefore, the context of human resource management, which involves understanding the career readiness of employees, is key to maintaining and managing human resources effectively. Effective human resource management should be able to identify the steps in an employee's career path and be able to provide learning and development opportunities as well as a deeper understanding of the needs and choices of employees. With human resource management, organizations can create an environment where employees feel supported in their career development. The career development of Indonesia's

Generation Z youth has a number of distinctive characteristics. Research reveals that Generation Z, who are currently looking for work, have several unique dimensions, such as social, status, and altruistic dimensions. [7]. They also want a work environment where they can build good relationships with colleagues and support each other. In addition, there are a number of elements that can attract Generation Z in Indonesia to choose a career, such as support from the organization, work environment, flexibility in working hours, financial compensation, and indirect financial benefits [8].

Human resource development methods are used to increase work efficiency and influence in achieving set goals and preparing oneself to take on responsibilities so that harmony can be achieved. Achieving harmony is certainly a long process that begins with planning, managing, and maintaining human resource capabilities. In the context of human resource management, it is important to understand the career readiness of employees so that it can be used as a key in managing and organizing the workforce efficiently. Efficient workforce management should be able to identify the steps in an employee's career path and be able to provide learning and development opportunities as well as a deeper understanding of employee needs and choices. With human resource management, organizations can create an environment where employees feel supported in their career development.

The trading business is one of the businesses that offers greater flexibility compared to the manufacturing industry. The trading business can be an option for Gen Z in developing their careers. One of them is at Toko Utama Elektrik. Based on the description of the background of the problem, the author has formulated two problems, namely what strategies should be used in managing Generation Z human resources to improve employee performance, and how human resource management strategies for Gen Z employees can improve performance. This study aims to analyze human resource management strategies for Generation Z in improving employee performance, to analyze the process of improving store employee performance in developing the competencies of Generation Z human resources. This study is expected to provide benefits in the development and understanding of public knowledge regarding human resource management strategies for Generation Z in improving employee performance.

2 Theoretical Review

Human resources are one of the most important aspects of an organization, whether it be an institution or a company. Human resources can be defined as the strengths or abilities possessed by humans that are necessary for the advancement of an organization. Efficient human resource management can help institutions achieve their targets more efficiently through proper recruitment, training, career development, and employee motivation. High-quality human resources are often a key element in competition and creativity in today's international market. Human resources can be defined as a group of individuals who have the skills, knowledge, and experience necessary to carry out tasks and responsibilities within an organization. In Human Resource Management Theory, human resources are a structure of thought used by managers and practitioners in the field of human resources to interpret, organize, and maximize the potential of the workforce within an organization. Human resources play a crucial role in organizations because all the

potential resources that exist in humans can play a role in achieving success for the good of individuals and organizations.

2.1 Management Theory According to Experts

Dr. Malayu S.P Hasibuan, in 2019, was known for his role as an author, motivator, and entrepreneur, as well as being active in the field of education. Human Resource Management is a discipline and skill that focuses on coordinating the interactions and roles of the workforce to achieve the goals of the organization, employees, and society effectively and efficiently. Human Resource Management tasks include planning, organizing, directing, managing, and developing reward systems, integration, maintenance, discipline, and termination of employment [9].

Human Resource Management (HRM) according to Hidayat in 2024. Human resources include the processes of planning, organizing, coordinating, implementing, and supervising aspects such as procurement, development, compensation, integration, maintenance, and separation of the workforce to achieve organizational goals [10].

Human resource management according to Asriyanti (2024). This is a strategic approach related to skills, motivation development, and organizational management that functions as an instrument for organizations or companies that can be measured quantitatively. Human resources act as a driving force for organizations [11].

Understanding these theories helps human resource management select and apply the best steps in human resource management to improve organizational performance and increase employee satisfaction. The important role of human resources in organizations and companies is that human potential can be used comprehensively to achieve success and good goals as individuals or within the company. Resources can also be developed based on competencies, which is important to do as a form of optimizing employee competencies. In efficient human resource management, it is important to recognize the stages of employee performance progress with the right policies. This assistance can include providing opportunities for education and development, as well as a deeper understanding of employee needs and preferences in an effort to improve their performance [12]. By understanding the relationship between career development and human resource management, organizations can create a work environment that further improves employee performance.

In human resource management, there is a need to plan the utilization of resources within the organization. First, they have the responsibility to develop a human resource plan that is in line with the organization's strategy. In addition, they also need to determine future workforce needs, both in terms of quantity and classification, in order to fill various positions and carry out various new activities in the future. Second, recruitment and selection within the human resource management function include the recruitment and selection of qualified employees. Therefore, employees, who are company assets, should be given the opportunity to participate in training and human resource development so that they can improve their careers and quality of work life in order to obtain high-quality products and services with planned targets. This way, employees can develop their potential within the company so that they have the ability to solve problems and make the right decisions to achieve success.

2.2 Hypothesis Development

Employee Development is also a strategic investment in the company's workforce to improve the skills, knowledge, and abilities of employees in line with the company's objectives. Training and Development Develops employee skills and abilities through training and development programs, both to improve performance in current roles and to prepare for future responsibilities. Performance Management Manages and evaluates employee performance through goal setting, performance appraisal, and career development. The goal is to ensure that employees achieve individual and organizational goals.

Compensation and Benefits Managing salaries, incentives, allowances, and other employee benefits. This includes designing a fair and competitive salary structure, as well as managing benefit programs such as health insurance, pensions, and leave. Employee Relations and Welfare Managing relationships between management and employees to create a harmonious work environment. This includes conflict mediation, complaint management, attendance policies, and employee welfare initiatives such as health and safety programs. Talent Management Identifying, developing, and retaining talented employees within the organization. This includes succession planning, career management, and retention initiatives to ensure that the organization retains high-performing employees.

Every year, companies always recruit new employees, including Generation Z. Generation Z tends to be highly creative and flexible in their thinking. Generation Z is a group of people born between 1997 and 2012, who are the first generation to grow up with access to the internet and digital technology. Even though they are not completely digitally literate, they are also known as digital natives. Generation Z has unique characteristics that influence their performance in the workplace, as they were born and raised in the technological era, making them very familiar with the internet, smartphones, and various digital platforms, enabling them to adapt quickly to change. Generation Z values a balance between work and personal life, and they choose companies that offer flexibility. They also care about social and environmental issues. They support companies that have strong social and environmental responsibility, so they seek opportunities to learn professionally and support their careers.

In terms of self-development and career advancement, Generation Z is always looking for opportunities to learn and grow professionally, and they value companies that support their career aspirations. Therefore, Generation Z's performance is influenced by these characteristics, and companies need to understand and accommodate their preferences and expectations in order to create an effective and productive work environment. Meanwhile, human resources functions are useful as a production influence in order to obtain good results in the form of goods or services, and also play an important role in determining the quality of labor in an organization. Understanding these theories helps human resource management to select and apply the best steps in human resource management to improve organizational performance and increase employee satisfaction. The important role of human resources in organizations and companies is that human potential can be fully utilized to achieve success as individuals.

2.4 Human Resource Management Strategies for Creative Thinking

Human resource planning determines the number of people to be employed, recruitment models, types of training and development, and must be carefully

considered in order to achieve the company's vision and mission. People are so important in an organization that in order to run the organization well, they must think creatively, innovatively, and productively. Creativity refers to the ability to generate new ideas or concepts that can result in new products that can be used by the community. Creative people are characterized by having a variety of ideas and desires and enjoying challenges. While creativity and innovation are generally possessed by all humans, few people are able to develop them, which has a significant impact on an organization.

2.4 Human Resource Management Strategies for Individual Performance

Human Resource Management Strategies to improve the effectiveness of sustainable companies are currently an important element in achieving organizational success. The era of Industry 4.0 marks a significant transformation in business operations, driven by the deep integration of digital technology into operational procedures. Amidst this transformation, the approach to HR management has become very important in order to achieve sustainable competitive advantage. In order for companies to compete, it is very important for them to have more competent human resources, so that they can influence employee performance to achieve company goals. In order for the level of human resources in a company to be superior, companies must provide training to all employees. Performance management is a form of management that aims to achieve effective and efficient results in relation to employee ambitions. Performance targets the level of success in carrying out tasks and the strength to achieve the objectives that have been set. Performance is considered successful if the desired objectives are achieved accurately.

3 Method

3.1 Type of Research

In the study "Human Resource Management Strategies for Generation Z in Improving Employee Performance," a qualitative approach can be an appropriate method and can provide a deeper understanding of the strength of the relationship between Gen Z human resource management measures and improving employee performance. This type of research uses research methodology, therefore this type of research relies on qualitative methods, which can serve as a very appropriate approach to the interaction between Generation Z human resource management tactics and employee performance development [13].

3.2 Research Location and Time

This research was conducted at Toko Utama Elektrik, Jl. Raya Kemera'an No. 06, Krian - Sidoarjo. The location was chosen based on the strategy implemented at Toko Utama Elektrik to provide information to the public. The data in this research is qualitative data in the form of interviews, notes, and group conversations that will be studied later. Primary data was collected through in-depth interviews and observations in this study.

3.3 Data Sources

This approach also involved interviews with store managers, Gen Z employees, and leaders in Gen Z human resource management strategies to improve employee performance in a company. From the interviews, the study was able to gather information about how Gen Z can improve employee performance and how this can influence employee performance improvement. Through these question and answer sessions, researchers had the opportunity to explore details related to the implementation of strategies in human resource management. The observation method provided a direct understanding of workplace interactions and the relationship between Generation Z and the human resource management strategies implemented.

3.4 Data Collection Techniques

This research is categorized as qualitative research. This study aims to analyze Generation Z Human Resource Management Strategies in improving employee performance at Toko Utama Elektrik. The data collection methods used are interviews, observation, documentation, and triangulation. The researcher will conduct interviews with employees of Toko Utama Elektrik regarding the performance of Generation Z employees. Employee performance at this store will be the main focus of the research. The validity of the data in this study is in the form of source triangulation.

Several instruments commonly used in qualitative research related to Generation Z human resource management include:

In-Depth Interviews. This is a direct question and answer process with informants to obtain the necessary information and data. There are two types of interviews, namely structured and unstructured interviews. So, interviews can be structured as already outlined in the design. In the information gathering technique, researchers use broader types of questions, including using the word "how," which will be asked to the informants to seek more in-depth information on the topic of this study. The types of questions used are related to opinions, feelings, and knowledge on the topic of this study.

Observation. This research was conducted using open data collection techniques, which means that the informants were aware of the researcher's activities from start to finish. Objectively, the observation consisted of three components, namely the location, actors, informants, and activities. This research used a descriptive approach by describing the arguments from the joint recordings.

Documentation. Documentation is a data collection technique that uses internal company documentation. It is not just writing, but the researcher will also provide documentary evidence such as photos and some voice recordings or virtual recordings.

Triangulation.

3.5 Data Analysis Technique

The analysis technique used in this study employs qualitative data, making it inductive in nature. It is based on data sources and developed into a theory with

specific examples of relationships that are repeated until they can be interpreted as a valid theory that is widely accepted. The data analysis stage was carried out by the author using a qualitative approach, which allows researchers to thoroughly investigate individual views, experiences, and understandings [14]. This method may include in-depth interviews with human resource managers. Activities in qualitative data analysis are carried out in a dynamic and continuous manner at each phase of the research so that everything is completed and the information is complete. Activities in data analysis include data reduction, data presentation, and conclusion/verification. The analysis is carried out on the data from the preliminary study to refer to temporary research, so that the research can develop after going into the field. The presentation of data in this analysis is in the form of a brief description so that it is easy to understand what happened in this research object.

3.6 Data Validity Test

To test the validity of this research, triangulation was used as a method of collecting information that combines various information collection techniques and existing data sources. This process was carried out to prove that the data obtained in this study was correct and accountable, and that it was scientific research observed and analyzed by the author based on actual information and facts.

4 Results and Discussion

Human Resource Development is an important part of a company's strategy to ensure that employees or staff have the skills, knowledge, and attitude that can achieve good performance to meet organizational or company goals. Generation Z has the ability to understand technological advances and the scope of work and the company so that they can bring about progress in the future.

The following is a list of informants for research on Generation Z Human Resources in improving the performance of Toko Utama Elektrik employees. Several store employees who are Generation Z, store managers, and a Toko Utama Elektrik customer will be the instruments of this research, including:

Table 1. List of Informant Names

No.	Name	Date of Birth	Position
1.	Affan	1991	Operations Manager (Owner)
2.	Emil	2001	Store Manager, Admin
3.	Dini	2005	Purchasing
4.	Edi	2000	Sales
5.	Rizqi	1998	Sales

Continued **Table 1.**

No.	Name	Date of Birth	Position
6.	Ardi	1997	Sales, Store Layout
7.	Novy	2005	Sales
8.	Hartok	1972	Store Customer

4.1 Interview Results with Emil

So, according to Emil, during his time at this store, what developments have there been since Emil became store manager? What progress has been made?

"So, when I first joined this store, the organizational system wasn't really in place yet. Back then, there wasn't the organizational system we have now. Tasks weren't clearly defined. For example, someone might be assigned task A today, but tomorrow they'd be doing task A with a different job description. Even though it could have been done by someone who was competent in that job description. Now, it's the opposite. I think now it's well-organized, so everyone has their own job description and they work according to that job description, which makes the operational conditions better." (except from an interview with Emil, store manager)

Then, according to Emil, in the future, this store needs to develop its human resources further. How can this be done to improve the smooth running of this store, according to Emil?

"In my opinion, for human resource development, there should be career development through training, but if that cannot be included in the budget or whatever it is for the store, maybe it can start from the beginning, such as emphasizing standard operating procedures. So, to improve human resources, it's still from within, not from outside, so we, as the ones bringing it up, can further emphasize standard operating procedures and all kinds of rules related to the store that must be strictly followed. So automatically, the human resources will improve over time." (Excerpt from an interview with Emil, store manager)

Emil's opinion is in line with the fact that the work environment desired by Generation Z usually includes flexibility and opportunities for collaboration [4]. Generation Z's career aspirations may be related to skill development, clear opportunities for advancement, and recognition for their contributions [15]. By understanding these characteristics, companies can adjust their human resource management to create a workplace that encourages and fulfills the values embraced by Generation Z.

Risky:

"Is there anything that can be improved in terms of facilities or work atmosphere?" In terms of procurement, it must be in accordance with what is needed so that there are no shortages that could disappoint customers or clients. Meanwhile, the cleanliness and tidiness of the store must also be maintained to

create a comfortable atmosphere. Human resources must continue to be improved, both in terms of employee behavior and the existing system, so that the store can continue to grow and develop. (Excerpt from an interview with Rizki, store salesperson)

"What does Rizki think about the future progress of the main electrical store so that it can improve?" "Mmm, so regarding human resources, employee behavior and existing systems must continue to be improved so that the store can continue to develop and progress." (Excerpt from an interview with Rizki, store salesperson)

Rizki's opinion aligns with the idea that exploring innovations in human resource management approaches is a crucial factor in meeting the expectations and needs of Generation Z [1]. This aims to enhance skills and performance, and to better develop careers.

Edi:

"According to Edi, what input can the main electrical store develop in the future?" Yes, now is the season for online digital, so that means advertisements should be like TikTok promotions on social media. So we have to promote online so we don't fall behind with the current situation, for example, promotion on social media such as Facebook, TikTok, and Instagram, as well as online sales." (Excerpt from an interview with Edi, store salesperson)

"In order to develop well, how does Edi maintain relationships with his coworkers?" "If there is a problem in our work environment, we quickly resolve it through discussion so that it can be resolved quickly and a solution can be found." (Excerpt from an interview with Edi, store salesperson)

"How does Edi assess the current work environment? What needs to be improved?" "The atmosphere must be maintained, especially for customer service, so that it can create a sense of comfort between the store and the customer" (excerpt from an interview with Edi, store salesperson).

Edi's opinion aligns with the idea that Generation Z must face an era where jobs may change or even disappear due to automation and technological advancements [16]. This creates uncertainty in their career planning [6].

Dini

"How did you start your job as a purchaser and what were the challenges you faced while working at Utama Elektrik? When I first became a purchaser, I had no experience at all, so my coworkers, especially the store manager, bombarded me with information, which helped me understand my job better, so I didn't find it difficult to do my job. One of the challenges was when a distributor ran out of stock, for example, when we had already placed an order with them. Then it runs out, so we have to have a backup from another distributor, which we do by searching online stores, so we can provide good service without disappointing customers." (Excerpt from an interview with Dini, purchasing)

"According to Dini, what are the most relevant trainings needed by Generation Z employees at Utama Electric Store?" By enhancing human resources, it is necessary to conduct trainings taught by the store manager or even experienced distributors, covering both systems and customer service approaches." (Excerpt

from an interview with Dini, Purchasing).

This early opinion was confirmed by the operations manager (owner), who said that Generation Z is enthusiastic about change because they have growing desires. On the one hand, they are enthusiastic about change and development, but on the other hand, they also get bored easily, which causes their work performance and concentration to decline. Therefore, the intensity of control over their work performance must be high.

Ardi

"Ardi, during your time working at the Utama Elektrik store, what were your impressions?"

"My first impression when I set foot here was that it looked like just any other store, but what made a first impression on me was the large cables here. So my assumption was that this wasn't just any ordinary store, and that's why I was interested in applying here at that time, because I saw that it was big, and maybe I could have a career here, maybe something like that, so I wouldn't be stuck in the same old thing." (excerpt from an interview with Ardi, sales & store layout)

"What motivates you to work well, and how do you evaluate the company's reward and recognition system?"

"An employee can continue to advance their career even if they work in a trading company because at Toko Utama Elektrik there are career paths at each level, so every employee strives to improve their skills in order to move up to the next level, which of course affects their income or salary."

Meanwhile, human resources must continue to be improved so that they can express their thoughts well, which will ultimately enable them to become more than just ordinary employees, but also improve their performance at work and indirectly improve the welfare of the employees themselves. The improvement in human resources has an impact on their performance and productivity, enabling them to contribute ideas for the advancement of the store where they work and bring benefits to the company, both for themselves and their environment. (Excerpt from an interview with Ardi, sales & store layout)

Ardi's opinion aligns with the strategy that human resource management has a significant impact on career maturity. Generation Z offers a deep perspective on how human resource management plays a role in building their professional and personal growth.

Novi

"How does Novi assess the current work environment?"

In my opinion, the current work environment is more effective and efficient due to system updates that make sales transactions easier. Compared to the past, which was still manual and prone to errors, it is now more focused and organized. Employees now have structured job descriptions, and the existence of SOPs makes employees more compliant. (Excerpt from an interview with Novi, sales)

Novi's opinion is confirmed by Affan, the operations manager (owner), who says that Utama Elektrik store employees already comply with existing SOPs and perform their job descriptions well. This shows that as the performance of Generation Z human resources improves, so does the performance of the company. In addition,

Generation Z is enthusiastic about change because they have a desire to continue growing.

Hartok

"How do you assess the performance of Generation Z employees at Toko Utama Elektrik?"

With Generation Z employees, the service at Toko Utama Elektrik is faster, more responsive, and more innovative, especially since they are more knowledgeable about technological devices and can explain electrical items for electrical panel needs because Toko Utama Elektrik also sells various electrical materials for panel equipment." (excerpt from an interview with Hartok, a store customer)

The characteristics and preferences of Generation Z in the workplace offer deep insights into how they interact with their workplace in developing their careers and improving performance. Generation Z, raised amid technological advances, often exhibits traits that reflect adaptability to change and the rapid flow of information. The principles typically held by Generation Z include empowerment, diversity, and inclusion. By understanding these aspects, companies can tailor their approach to human resource management to create a motivating work environment that reflects the values and expectations of Generation Z. Such efforts may include developing employee wellness programs that emphasize work-life balance, providing detailed career paths, and increasing collaboration and inclusivity within the organization. Another challenge is the demand for flexibility in the work environment, as Generation Z often views flexibility as a key factor in choosing a job. Identifying these challenges builds a strong foundation for designing human resource management strategies that can overcome obstacles and meet the needs of Generation Z in this digital age [17]. These efforts may include designing programs aimed at employee well-being, with a focus on work-life balance, developing transparent career plans, and increasing collaboration and inclusivity in the workplace. Another challenge that arises is the expectation of flexibility in the workplace, where Generation Z often considers flexibility an important aspect when looking for a job. Identifying these challenges creates a solid foundation for formulating human resource management strategies that can overcome obstacles and meet the needs of Generation Z in this digital age. The use of advanced technology can increase insight into the tastes and needs of each individual, enabling the adjustment of human resource management strategies [18]. By exploring and implementing innovations in human resource management, an organization or company can create a strong and attractive foundation, thereby honing the potential of Generation Z. Generation Z tends to prefer innovating and creating according to their personal desires. As a generation that is just entering the workforce, they certainly have high motivation to work, and this motivation has an impact on high performance.

The use of technology-based performance management systems enables the formulation and monitoring of measurable individual goals, ensuring that every employee has a clear understanding of their objectives and is actively involved in achieving them [19]. By integrating technology into human resource management plans, companies or organizations can create a more productive, responsive, and supportive environment for employees. This not only contributes to the well-being of Generation Z individuals, but also helps build a work culture that facilitates individual and professional development. Improving digital skills is essential in addressing the

needs of Generation Z, who are adapting to the ever-changing demands of the digital workplace. Through targeted digital skills training, institutions or organizations can support Generation Z in competing effectively in an increasingly fierce and changing job market and provide guidance on how to manage and build networks to achieve long-term goals. All support is invaluable in the lives of Generation Z. Proactive participation in decision-making creates a deep sense of ownership among employees, making them believe that their voices and perspectives are heard. By involving employees in the decision-making process, an organization or company can make more careful and appropriate choices that have positive consequences for the entire team. Providing opportunities for employees to contribute ideas creates an atmosphere that encourages skill development and innovation. By implementing policies within the organization to create a work climate that supports the development and work-life balance of Generation Z. Generation Z, which grew up in the midst of the digital and information age, tends to be active in sharing thoughts and opinions. Therefore, organizations or companies emphasize that collaboration and individual contributions are highly valued. This creates an environment where employees feel encouraged to collaborate, support one another, and celebrate successes as a team. By considering the preferences and expectations of each Generation Z member, organizations or companies can provide more effective encouragement and support [20].

5 Conclusion

The conclusion from the above explanation is that Generation Z displays certain characteristics and desires in the workplace that companies or organizations need to understand. Companies or organizations need to change their strategies in human resource management in order to build a work environment that can motivate Generation Z, by paying attention to principles such as empowerment, diversity, and inclusion. Generation Z wants meaning in their work, desires, and has career aspirations related to skill development and recognition of their contributions. Some of the challenges faced by Generation Z include a lack of job satisfaction, the need for digital skills, and the expectation of flexibility in the workplace.

Organizations or companies can develop adaptive human resource management plans, including employee welfare programs, digital skills training, and support for flexibility. An emphasis on development, empowerment, and the application of advanced technology can yield positive results in improving the performance of Generation Z employees. Training, mentoring, and career advancement measures should be implemented in innovative ways, including the use of technology to improve effectiveness and responsiveness. Personalization in career development and performance improvement strategies is highly effective in meeting the unique needs of Generation Z and strengthening the relationship between employees and the organization. By thoroughly understanding the characteristics, challenges, and desires of Generation Z, and implementing appropriate human resource management strategies, organizations or companies can build a work environment that facilitates development, participation, and achievement for Generation Z in an ever-evolving workplace.

Generation Z has unique characteristics and preferences in the workplace that organizations or companies need to understand. Organizations need to adjust their human resource management strategies to create a work environment that motivates

Generation Z, taking into account values such as empowerment, diversity, and inclusivity. This generation seeks meaning in their work, desires flexibility, and is motivated by career development related to skill enhancement and recognition of their contributions. The challenges faced by Generation Z include job uncertainty, the need for digital skills, and expectations for flexibility in the work environment. Through a deep understanding of the characteristics, challenges, and preferences of Generation Z, and by implementing appropriate human resource management strategies, organizations can create a work environment that supports growth, engagement, and success for this generation in an ever-evolving workplace.

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