

Exploring the Job Expectations of the Millennial Generation vs. Generation Z

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Article Information		Abstract
Submission date	2 January 2025	<i>Research aim: Exploring the difference in job expectations between the Millennial Generation and Generation Z and their impact on workforce management.</i> <i>Design/Method/Approach: A qualitative descriptive study through in-depth interviews and observations of Millennial employees, Gen Z, and company leaders.</i> <i>Research Finding: Millennials prioritize job stability and clear structure, while Generation Z prioritizes flexibility and personal development opportunities.</i> <i>Theoretical contribution/Originality: A cross-generational approach with the perspective of a company leader.</i> <i>Practitioner/Policy implication: Strategies for an inclusive work environment and adaptive human resource management.</i> <i>Research limitations: Limited participation and focus on specific geographic areas reduce the scope of generalization of results.</i> <i>Keywords: Millennial Generation, Generation Z, job expectations</i>
Revised date	2 February 2025	
Accepted date	10 March 2025	

1. Introduction

In the modern working world, cross-generational dynamics increasingly become a main focus, especially with the presence of the Millennial Generation and Generation Z (Gen Z) as a dominant force in the workforce (1). Expectations regarding salary, division of job descriptions, and professionalism are several important aspects that often become points of difference between Millennials and Gen Z. Millennials who grew up in the digital transition era, often have different views compared to Generation Z, who from the beginning have been accustomed to modern technology and rapid changes in the working world. (2). These differences not only affect their adaptation in professional environments but also create new challenges in cross-generational human resource management. Therefore, differences in work expectations between the Millennial generation and Generation Z become one of the issues that are increasingly relevant in the modern working world.

Various previous studies have explored aspects of work expectations of Millennial and Z generations, as well as their impact on organizational performance. Research by Putri et al., revealed that job satisfaction of the Millennial generation is greatly influenced by factors such as promotion opportunities, fair wages, and support from supervisors and coworkers. This study highlights the importance of emotional and technical support from supervisors in creating

a productive and satisfying work environment. (3). Then, research by Suslova and Holopainen focuses more on Gen Z, known as a highly idealistic generation and tending to prioritize personal growth and learning over financial rewards. Generation Z, who grew up in the digital era, shows a preference for work flexibility, such as self-arranged work schedules and opportunities to work from home (4). The study conducted by Waworuntu et al., provides a perspective on work-life balance and job satisfaction among Millennials and Generation Z. The results show that both generations value work flexibility, workplace community support, and career development opportunities (5). The differing factor between the two generations is that Gen Z has a more idealistic approach to their work, desiring jobs that are not only financially meaningful but also personally relevant and significant. This research identifies a gap in studies, particularly in understanding how the differing expectations of these two generations can be bridged by companies to create an inclusive work environment.

Previous research has comprehensively explored aspects of job satisfaction and work-life balance among Millennials and Generation Z; however, there are fundamental differences that form the basis of novelty in this article. The researchers offer novelty by exploring the interaction between the two generations and leadership perspectives in the modern workplace. Unlike previous studies that often focus on generations individually, this research seeks to answer the question of how companies can effectively manage these differences in expectations. Using in-depth interviews and comparative analysis, this article also examines factors influencing professionalism and work expectations based on cross-generational perceptions.

This article aims to identify and analyze differences in work expectations between Millennials and Generation Z, as well as to explore factors influencing professionalism and work expectations from a cross-generational perspective. The article also seeks to offer practical strategies that companies can implement to effectively manage human resources amidst the dynamics of these generational differences.

1.1. Statement of Problem

In the modern working world, differences in work expectations between Millennials and Generation Z create significant challenges for companies. Millennials tend to prioritize stability and promotion opportunities, while Gen Z, who grew up in the digital era, places more emphasis on flexibility and personal growth. These differences often lead to gaps in expectations and needs in the workplace, which, if not properly managed, can negatively impact job satisfaction, productivity, and employee loyalty. Many companies also lack effective approaches to bridge these expectation gaps. Most previous research has focused only on the needs of each generation individually, without examining how these two generations can interact harmoniously in the same workplace environment.

1.2. Research Objectives

By raising the formulation of the existing problem, the researchers aim to analyze the differences in work expectations between Millennials and Generation Z, including their views on salary, job description division, flexibility, and professionalism. Additionally, this study aims to determine whether there is friction between Millennials and Generation Z from the perspective of company leadership.

2. Method

This study employs a descriptive qualitative approach. This approach aims to describe social phenomena in detail and depth, producing descriptive data in the form of written words, oral accounts, or observed behaviors (6). The research is conducted in a natural context, emphasizing participants' subjective interpretations of their experiences and interactions. The researcher serves as the primary instrument, collecting data through personal interviews and observations. The objective of this approach is to understand social reality holistically, highlighting the uniqueness and complexity of the phenomena being studied across various dimensions.

The research informants consist of three main groups: company leader, Millennial employees, and Generation Z employees. The selected company leader are those who have been involved in the business world for more than three years and manage employees born between 1981 and 2006. Meanwhile, Millennial employees involved are those with more than three years of work experience, and Generation Z employees included are fresh graduates or those with at least one year of work experience. Each group of respondents was provided with specially designed questions to explore their perspectives. Generation Z and Millennials were asked to explain their expectations of the working world, including salary, job description allocation, and their views on professionalism. Meanwhile, company leader were asked to provide opinions on the work expectations of both generations and to explain whether these expectations align with the actual conditions in the company.

The 4R technique begins by ensuring that the informants are relevant to the research topic. Then, the researchers select informants based on recommendations from colleagues and fellow researchers. The researchers ensure that the informants are willing to participate in interviews as a form of their readiness. Lastly, the researchers ensure that the informants do not feel pressured and will provide honest answers as a form of reassurance for this study (7). After the researcher obtains primary data through interviews and observations, a data reduction process will be conducted to filter out data that is not relevant to the research topic. The data that has gone through the reduction process will be presented in the form of transcripts, making it easier for readers to understand the data obtained by the researcher. To ensure the validity of the data, the researcher uses: Credibility Test, data is ensured to be credible by conducting repeated observations and mentoring with colleagues who are experts in this research topic; Transferability Test, the researcher ensures that the data is processed and filtered as best as possible to facilitate readers' understanding; Dependability Test, the researcher is ensured to be

the main axis in the research process from the beginning to the end of the research; Confirmability Test, the informants will be reconfirmed by the researcher if there are interview responses that are unclear or inappropriate. In this study, the researcher uses source triangulation to ensure the validity of the data in the study by comparing information obtained from various sources to improve the accuracy and trustworthiness of the research findings.

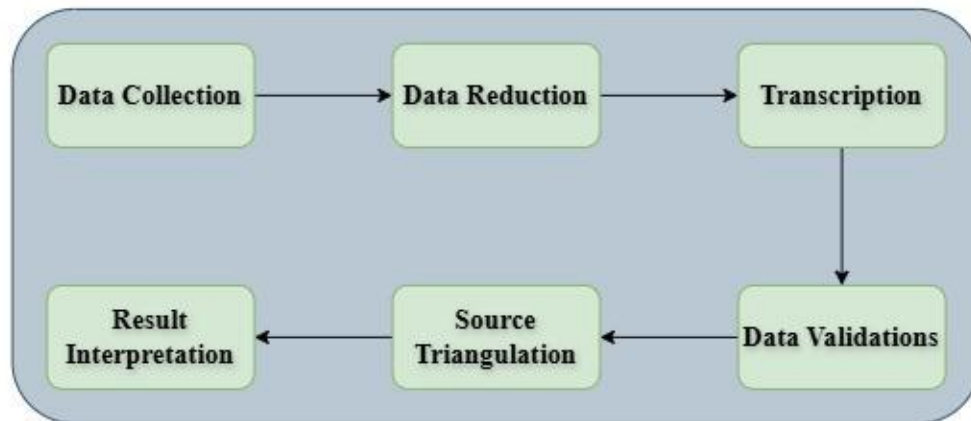


Figure 1: Diagram of the Research Data Analysis Process

The diagram illustrates the flow of qualitative research, which consists of several main stages, starting with data collection through interviews, observations, or relevant documents. The raw data obtained is then reduced to filter relevant information, followed by a transcription process to make the data easier to analyze. Next, data validation is conducted using methods such as source triangulation to ensure the accuracy and credibility of the data. Once the data is validated, analysis is carried out through the interpretation of results to produce conclusions that align with the research objectives. This process reflects a systematic approach aimed at producing findings that are reliable and relevant to the phenomenon being studied.

3. Results and Discussion

From the data collection conducted, there are three interview presentations: interviews with Gen Z employees, Millennial employees, and business owners. The interview results will be presented in the form of Indonesian-language transcripts, which will then be interpreted in English. The data presented is data that has undergone a data reduction process to make it easier for readers to understand the data obtained. Additionally, the questions prepared for Gen Z and Millennial employees are presented in the following table:

Table 1. Questions for Millennial and Gen Z Employees

<u>No.</u>	<i>Bahasa Indonesia</i>	<u>English</u>
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<u>1.</u>	<i>Bagaimana ekspektasi anda mengenai dunia kerja?</i>	What are your expectations regarding the workplace?
<u>2.</u>	<i>Menurut anda, berapa ekspektasi gaji yang anda terima saat bekerja? berikan alasannya juga</i>	What is your expected salary when working? Please provide your reasons.
<u>3.</u>	<i>Bagaimana pandangan anda terhadap pembagian job description yang seharusnya ada di perusahaan?</i>	What is your perspective on the distribution of job descriptions that should exist in a company?
<u>4.</u>	<i>Bagaimana pandangan anda terhadap profesionalisme di dunia kerja?</i>	How do you view professionalism in the workplace?

Based on the arrangement of questions in Table 1, the researcher will obtain data in the form of informants' perspectives on their expectations of the working world. The informants referred to are employees belonging to the Millennial and Generation Z groups, with a total of 4 informants. To gain diverse perspectives, the researcher also separates the categories of male and female informants within each generation.

Table 2. Questions for Company Leaders

<u>No.</u>	<u>Bahasa Indonesia</u>	<u>English</u>
<u>1.</u>	<i>Melalui rangkuman ekspektasi kerja yang disampaikan generasi milenial, bagaimana opini anda sebagai pimpinan dalam hal ini?</i>	Based on the summarized work expectations of Millennials, what is your opinion as a leader?
<u>2.</u>	<i>Melalui rangkuman ekspektasi kerja yang disampaikan generasi Z, bagaimana opini anda sebagai pimpinan dalam hal ini?</i>	Based on the summarized work expectations of Generation Z, what is your opinion as a leader?
<u>3.</u>	<i>Apakah di perusahaan bapak sempat terjadi gesekan antar kedua generasi tersebut? Lalu bagaimana bapak sebagai</i>	Has there been any friction between the two generations in your company? If so, how do you, as a leader, address such situations?

pimpinan menyikapi hal tersebut?

The questions in Table 2 are specifically designed for business owners. In this session, the researcher will provide a brief summary to the business owners regarding the work expectation perspectives expressed by Millennial and Gen Z informants.

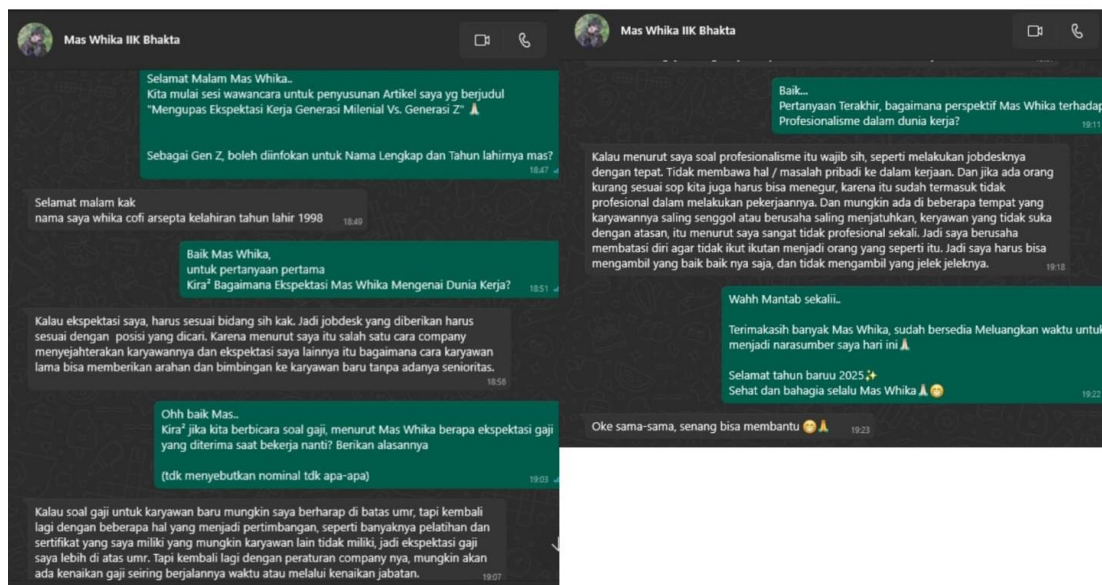


Figure 2: Online Interview with Generation Z (Informant 1)

Informant 1 is Whika Cofi Arsepta, born in 1998, who belongs to Generation Z. In Figure 1, it is evident that Whika has quite specific expectations regarding the working world. According to Whika, the job description provided should align with the position applied for, as this is considered a way for the company to ensure employee well-being. Whika also desires guidance from senior employees without a culture of seniority. Regarding salary, Whika expects at least the regional minimum wage (UMR) but believes that training and certifications possessed can justify a higher salary. Additionally, Whika hopes for salary or position increases over time according to company policies.

In terms of professionalism, Whika emphasizes the importance of performing tasks well, keeping personal issues out of the workplace, and addressing colleagues who do not adhere to SOPs. Whika rejects workplace cultures involving backstabbing or conflicts with superiors and prefers to focus on positive aspects of the work environment.



Figure 3: Offline Interview with Generation Z (Informant 2)

Questions

Responses from Informant

Bagaimana ekspektasi anda mengenai dunia kerja?

Nama saya Faridlatul Asya Ayyaroh, lahir tahun 2001. Kalau untuk ekspektasi, biasanya saya berekspektasi dunia kerja saya itu yang bisa untuk menjadi tempat pengembangan diri. Selain itu kan juga kita baru fresh graduate ya, itu kita juga butuh tempat untuk kayak memperluas relasi sama mengembangkan diri.

Menurut anda, berapa ekspektasi gaji yang anda terima saat bekerja? berikan alasannya juga

Kalau untuk ekspektasi gaji sendiri kan, kalau saya masih bisa dibilang baru ya, dunia kerja, itu saya berharapnya setidaknya saya mendapat yang kayak sesuai dengan teman-teman yang baru join di company gitu, atau bisa dibilang UMR. Tapi untuk gaji sendiri itu kan enggak bisa disamaratakan ya, seharusnya itu kayak ada kenaikan seiring dengan kayak perpanjangan waktu kita stay di company itu, kayak entah berapa periode kontrak kayak gitu

Bagaimana pandangan anda terhadap pembagian job description yang seharusnya ada di perusahaan?

Kalau untuk pembagian jobdesk itu kan udah ada pembagiannya ya waktu kita lihat suatu loker (lowongan kerja). Nah, kalau untuk realitanya seperti apa kan menyesuaikan sama di lapangan juga, tapi seumpama company-nya dia masih company yang berkembang, itu kan

mau enggak mau kita harus bisa untuk merangkap jobdesk. Tapi diiringin juga sama kemampuan kita, kita mampu atau enggak merangkap jobdesk kayak gitu. Kalau seumpama kita keberatan untuk merangkap jobdesk kayak gitu, kita juga harus memberi solusi untuk pembagian jobdesknya itu

Bagaimana pandangan anda terhadap profesionalisme di dunia kerja?

Kalau untuk profesionalisme itu kan udah harus diperlunyalai semua orang ya. Jadi kita itu enggak boleh kayak bawa masalah dari luar untuk mengelari pekerjaan kita. Terus biasanya kan di company-company lain tuh ada yang kayak senioritas kayak gitu. Kita harus benar-benar bisa nyaring mana yang baik, mana yang enggak. Kalau sebagai karyawan baru mungkin kita biasanya kan kayak dengar orang ini kayak gini, orang ini kayak gini. Tapi kalau kita sendiri yang menemunya kayak gitu, kita sendiri tuh juga harus punya filter. Kalau memang orangnya enggak baik, kita cari yang baik-baiknya aja. Yang jelek-jeleknya enggak usah diterima.

Faridlatul Asya Ayyaroh, a fresh graduate working at RSGM IIK Bhakti Wiyata in Kediri City, has expectations for the working world that support personal development and broaden relationships. Regarding salary, she hopes to receive at least the regional minimum wage (UMR), with gradual increases over time. In terms of job description allocation, Faridlatul understands that tasks often adjust to field conditions, especially in growing companies, but they should still align with employees' capabilities. Regarding professionalism, she emphasizes the importance of maintaining a professional attitude by not bringing personal issues into work and focusing only on positive aspects of the work environment, especially in dealing with seniority culture.



Figure 4: Offline Interview with Millennial (Informant 3)

Questions	Responses from Informant
<i>Bagaimana ekspektasi anda mengenai dunia kerja?</i>	<i>Nama saya Rini Ika, lahir tahun 1985, sekarang sedang bekerja sebagai tim legalitas di Salah satu Bank di Kediri. Untuk pekerjaan, ya pingin yang di dalam kota aja. Kalau di luar kota biaya hidup pasti mahal dan jauh dari keluarga.</i>
<i>Menurut anda, berapa ekspektasi gaji yang anda terima saat bekerja? berikan alasannya juga</i>	<i>Selama ini sudah sesuai ekspektasi kalau untuk gaji. Sudah mencukupi dan sesuai standar</i>
<i>Bagaimana pandangan anda terhadap pembagian job description yang seharusnya ada di perusahaan?</i>	<i>Job description di kantor pembagiannya sudah cukup jelas, jadi tidak ada yang double-double gitu. Sudah ada bagiannya sendiri-sendiri dan ada ketentuan atau SOP nya juga.</i>
<i>Bagaimana pandangan anda terhadap profesionalisme di dunia kerja?</i>	<i>Kalau di kantor saya profesionalisme nya sangat dijaga mbak, karena kan ketemu dengan nasabah dan berurusan dengan finance. Jadi mulai dari berpakaian</i>

sampai tugas-tugas di setiap bidang sudah ada ketentuan yang menuntut untuk selalu profesional dalam bekerja.

From the above interview, Rini Ika, a Millennial born in 1985 and working as part of the legal team at a bank in Kediri, prefers to work within the city to be closer to her family and avoid the high cost of living outside the city. She feels that her current salary meets her expectations, is sufficient, and aligns with standards. Regarding the division of job descriptions, Rini explained that in her office, tasks are clearly defined and follow SOPs, with no overlap except in highly urgent situations. In terms of professionalism, Rini emphasized that it is highly maintained in her workplace, given that their work involves clients and financial matters. From dress codes to task execution, everything is governed by regulations that demand a high level of professionalism.



Figure 5: Offline Interview with Millennial (Informant 4)

Questions

Bagaimana ekspektasi anda mengenai dunia kerja?

Responses from Informant

Nama saya Yukas Ari Munandar, lahir tahun 1994, sudah berkeluarga dan sedang bekerja sebagai Teknisi IT di sebuah perusahaan retail di Kediri. Perspektif saya di dunia kerja itu, kalau sudah berkeluarga, yang penting dapat pekerjaan di lingkungan domisili. Kerja di domisili tempat tinggal, soalnya kan dekat sama keluarga.

Menurut anda, berapa ekspektasi gaji yang anda terima saat bekerja? berikan alasannya juga

Untuk gaji yang penting minimal UMR yang sudah ditentukan di kota tersebut. Yang penting sudah kerja di domisili tersebut, untuk gaji itu sesuai UMR, walaupun ada bonus ya, itu rejeki lain.

Bagaimana pandangan anda terhadap pembagian job description yang seharusnya ada di perusahaan?

Terus untuk soal Job description ya yang sesuai dengan bidang saya (IT), selama saya bekerja ya cukup mendapat pengalaman dalam pengembangan karir. Saya kira untuk job desc, sekarang masih sesuai bidang saya.

Bagaimana pandangan anda terhadap profesionalisme di dunia kerja?

Tentang profesionalisme di dunia kerja itu seperti apa? Profesionalisme sesuai jobdesk yang diberikan saja. Untuk loyalitas ya bergantung individu masing-masing. Kalau saya sudah ditempatkan di situ, ya sudah masuk saja semua di situ. Soalnya kan perusahaan yang ngasih makan kita lakukan sebaik mungkin. Sesuai tanggung jawab dan jobdesknya.

The next informant is Yukas Ari Munandar, a Millennial born in 1994, working as an IT Technician at a retail company in Kediri, and is already married. He emphasized the importance of having a job within the local area to stay close to his family. Regarding salary, Yukas believes that the most important aspect is that it aligns with the UMR of the city where he lives, while bonuses are considered as additional blessings. In terms of job description, he feels that the tasks assigned so far are aligned with the IT field and contribute to his career development. As for professionalism, Yukas stresses the importance of performing job tasks and responsibilities well as a form of loyalty to the company that provides his livelihood. For him, working responsibly is a way to maintain professionalism in the workplace.



Figure 6: Offline Interview with Company Leader (Informant 5)

Questions

Responses from Informant

Melalui rangkuman ekspektasi kerja yang disampaikan generasi milenial, bagaimana opini anda sebagai pimpinan dalam hal ini?

Nama lengkap Mohammad Andi Sufi Kumoro lahir tahun 1988. Bekerja sebagai pimpinan CV. Progull Jaya, bergerak di bidang konveksi taktikal. Saya juga milenial jadi dari hasil pantauan saya selama ini sih oke-oke aja ya. Jadi masih bisa karena memiliki kesamaan umur mungkin berbeda 1-2 tahun. Jadi menurut saya kinerjanya masih bisa sesuai harapan. Pressing-pressing yang kita berikan juga masih bisa mereka terima. Untuk milenial sejauh ini masih oke sih menurut saya kinerja. Etos kerjanya juga oke lah sesuai aturan dan arahan yang selama ini kita berikan.

Melalui rangkuman ekspektasi kerja yang disampaikan generasi Z, bagaimana opini anda sebagai pimpinan dalam hal ini?

Karena di tempat kita ada dua orang Gen Z tapi beda divisi. Ya kalau dari kinerja sih bisa ya masih oke. Kemarin karyawan saya yang Gen Z di bagian produksi itu saya beri tanggung jawab sebagai mandor. Dan Alhamdulillah masih bisa mengemban tanggung jawabnya baik sebagai mandor produksi dan juga sebagai staff produksi juga. Terus untuk harapan penghasilan ya karena disini adalah gorongan dan juga ada harian jadi semakin banyak yang dikerjakan jadi semakin banyak yang diterima. Dan apabila sedikit pekerjaan ya mungkin sedikit juga

penghasilannya dan Alhamdulillah mereka bisa menyesuaikan ya. Kadang kalau banyak mereka juga mau lembur kalau sedikit juga mereka juga bisa mengertilah keadaan perusahaan seperti apa. Sejauh ini saya masih nyaman dengan mereka ya. Dan satu lagi di bagian admin kita juga Gen Z dia juga kita kasih beberapa job tambahan tapi sudah kita jelaskan di awal. Jadi selain admin dia juga bagian outing ya dikeluarkan dan Alhamdulillah karena sudah kita jelaskan dari awal dia bisa menerima. Dan untuk saat ini belum ada tuntutan lainnya mengenai job di luar job desc nya.

Apakah di perusahaan bapak sempat terjadi gesekan antar kedua generasi tersebut? Lalu bagaimana bapak sebagai pimpinan menyikapi hal tersebut?

Pernah ya karena memang beda karakter setiap generasi yang baik dari milenial dan juga Gen Z. Di sini paling banyak sebelum milenial (Gen X) malah. Jadi yang di usia di atas 40 disini rata-rata jadi ibu-ibu ya karena kebanyakan wanita di sini. Gen Z ini kelahiran 2000 ke atas jadi memang kadang ada sedikit gesekan ya karena perbedaan karakter tiap generasi. Tapi Alhamdulillah selama ini gesekannya nggak terlalu ekstrim jadi masih bisa kita handle, dan mungkin mereka bisa menyelesaikan sendiri juga. Kalau sampai mentok sih saya harus turun tangan, tapi Alhamdulillah selama ini masih gesekan ringan-ringan aja. Jadi bisa mereka selesaikan individual ya jadi masih aman. Tapi dulu pernah ada satu di Gen Z di bagian produksi. Bener-bener fresh grade baru lulus SMA terus kita pekerjaan kebetulan masih saudara. Secara kinerja oke tidak ada masalah tapi secara attitude ada satu hal yang kurang berkenan di saya sendiri sebagai pimpinan. Akhirnya mau tidak mau, dia saya berhentikan.

Mohammad Andi Sufi Kumoro, the leader of a garment business in Kediri, assesses the performance of Millennials and Generation Z in his company as quite good. Millennials demonstrate high professionalism, focus on their work, and adhere to existing SOPs. Meanwhile, Generation Z tends to be idealistic, preferring specific and linear job descriptions aligned with their skills, but they remain open to additional tasks as long as these align with their field. They also value training and coaching for personal development.

Minor generational friction occasionally occurs, but Andi considers this normal and typically resolved without serious intervention. Although he has faced challenges related to employee attitudes, Andi remains comfortable with the cross-generational dynamics in his company because employees generally adapt well to policies, and company productivity remains consistent.

Table 3. Data Validity Tests

Problem Statement/Research Objectives	Questions	Source Triangulation
Analyzing the differences in work expectations between Millennials and Generation Z.	What are your expectations regarding the working world?	Millennials emphasize stability and work structure, while Gen Z prioritizes flexibility and personal development.
	What is your expected salary when working? Please also provide your reasons.	Millennials expect a salary that meets basic needs, while Gen Z emphasizes salaries aligned with skills and opportunities for growth.
	What is your view on the allocation of job descriptions in the company?	Millennials prefer clear task allocation, while Gen Z is flexible as long as the tasks support personal development.
	What is your view on professionalism in the workplace?	Millennials maintain professionalism by adhering to SOPs, while Gen Z values collaboration and innovation more.
Exploring leader perspectives on intergenerational interactions and	Through the summary of work expectations expressed by Millennials, what is	Millennials demonstrate stable performance and compliance with rules but tend to be less adaptive to change.

frictions in the your opinion as a workplace. leader?

Through the summary Gen Z has high innovation potential of work expectations but requires guidance to understand expressed by work structures. Generation Z, what is your opinion as a leader?

Has there been any Friction occurs due to differences in friction between the communication and priorities, but it two generations in can be resolved through open your company? How communication. do you address it?

This study reveals several key findings related to differences in work expectations between Millennials and Generation Z. Millennials prioritize job stability and clear task distribution. This supports research by Putri et al., which highlights the importance of emotional and technical support in creating job satisfaction (3). Meanwhile, Generation Z places more emphasis on work flexibility and personal development, consistent with findings by Suslova and Holopainen, which show Gen Z's preference for personal growth and learning (4). Millennials tend to maintain professionalism through adherence to SOPs, while Gen Z focuses more on collaboration and innovation. This perspective aligns with the study by Waworuntu et al., which identifies that both generations value work flexibility but approach it differently (5). Minor generational frictions often arise due to differences in communication and priorities. However, these frictions can be resolved through cross-generational training and open communication, as suggested by cross-generational conflict management theories in prior studies (5). Company leaders play a crucial role in bridging the generational gap. This includes guiding Gen Z to understand work structures while maintaining the job stability desired by Millennials. This approach supports the theory of adaptive leadership as outlined in related literature (3). To create an inclusive work environment, companies are advised to integrate flexibility and structure into their policies. Strategies may include clear job descriptions, training opportunities, and career development aligned with the needs of both generations. This approach corresponds with the practical implications suggested by previous research.

4. Conclusion

Based on the research findings, there are clear differences in work expectations between Millennials and Generation Z, reflecting their unique perspectives on job responsibilities, salaries, and professionalism. Millennials tend to prioritize stability and clear task allocation,

placing importance on being close to family and a work environment aligned with their personal values. They expect fair wages and clear Standard Operating Procedures (SOPs) to avoid role conflicts. Meanwhile, Generation Z holds a more idealistic view, seeking roles that support personal development and skill enhancement. They are more flexible toward additional job descriptions as long as they align with their expertise and prioritize work environments that offer training and development opportunities.

Both generations emphasize the importance of professionalism, with Millennials favoring structured work environments, while Generation Z prefers collaborative and social interactions in the workplace. Despite minor intergenerational frictions, companies have been able to manage these effectively through clear communication and tailored approaches to meet the needs of each generation. These findings highlight the importance of inclusive workplace strategies to bridge the expectations of Millennials and Generation Z.

This research provides significant contributions in both scientific and practical domains. Scientifically, it offers new insights into the differences in work expectations between Millennials and Generation Z, particularly in aspects such as salary, job description allocation, work flexibility, and professionalism. The novelty of this study lies in its comparative approach, highlighting cross-generational dynamics and incorporating the perspectives of company leaders to provide a more holistic view. Practically, this research provides strategic guidance for companies in managing human resources, such as creating inclusive policies, clear job descriptions, training opportunities, and work environments that support professionalism. It also helps company leaders understand the differing needs of Millennials, who prioritize stability, and Generation Z, who tend to be idealistic. This understanding can help minimize cross-generational conflicts, enhance productivity, and offer practical solutions to challenges in the modern workplace.

This study has several limitations, including the relatively small number of informants four employees from Millennial and Generation Z groups and one company leader which restricts the generalizability of the findings to a broader population. Additionally, the data collection conducted in a specific regional context may not fully reflect cross-generational dynamics in other regions or industrial sectors.

The qualitative approach used, while providing in-depth insights, does not offer quantitative data for further statistical analysis. For future research, it is recommended to expand the scope of informants across various industrial sectors and geographic regions to obtain more representative findings. Further studies could also combine quantitative approaches to complement qualitative analysis and provide a more comprehensive understanding of cross-generational dynamics. Moreover, future research could explore practical interventions, such as cross-generational mentoring programs or adaptive work policies, and examine the influence of organizational culture on cross-generational work

expectations. This would provide additional insights for companies to effectively manage a multigenerational workforce.

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