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Generation Z Work Preferences For Formal And Informal Employment In The Digital Era: A Study Of Postgraduate Students At The University Of Bandar Lampung

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Abstract

This study aims to analyze Generation Z's views and preferences toward formal and nonformal employment in the digital era, identify the challenges encountered in their employment experiences, and analyze the efforts undertaken to overcome these challenges. This study employed a descriptive qualitative approach with purposive sampling. The informants consisted of five students from the Master of Management Program at Universitas Bandar Lampung, Cohort 83, who belong to Generation Z and have experience in formal employment, nonformal employment, or both. Data were collected through semi-structured interviews and documentation and were analyzed through data condensation, data display, and conclusion drawing and verification. The findings indicate that formal employment is perceived as offering income stability, a structured work system, job security, clearly defined responsibilities, and career development opportunities. In contrast, nonformal employment is perceived as providing flexibility, autonomy, freedom in managing work, opportunities to earn additional income, and greater opportunities to develop skills through the use of digital technology. Some informants chose to engage in both formal and nonformal employment because the two forms of employment were considered complementary. The challenges experienced included job demands and workload, time management and work-life balance, income and employment instability, adaptation to the work environment and job demands, and physical and psychological fatigue. The efforts undertaken included managing time and priorities, adapting to job demands, improving communication and coordination, developing work or business strategies, and

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maintaining physical well-being and work-life balance. Overall, Generation Z's work preferences are dynamic and influenced by individual needs, experiences, expected work outcomes, personal goals, and the ability to adapt to various work demands in the digital era. The findings can also be understood through the perspective of Social Cognitive Career Theory (SCCT), which links learning experiences, self-efficacy, outcome expectations, personal goals, contextual barriers, and career self-management in the process of career development.

Keywords: Generation Z, work preferences, formal employment, nonformal employment, digital era.

INTRODUCTION

The rapid development of digital technology has significantly transformed the world of work, including the nature of employment, working arrangements, and the ways in which individuals make career decisions. Digitalization has expanded access to employment opportunities beyond conventional organizational structures, enabling individuals to engage in various forms of work through online platforms, freelance arrangements, digital entrepreneurship, and other technology-mediated activities. Digital labour platforms, for example, have created new opportunities for individuals to obtain income through flexible and platform-based work arrangements (Mäntymäki et al., 2019). At the same time, the emergence of app-based and platform-mediated work has altered traditional employment relationships and introduced new forms of work organization (Duggan et al., 2020). These developments have made the distinction between formal and informal employment increasingly dynamic, while providing workers with broader opportunities to select employment arrangements according to their needs, circumstances, and preferences.

This transformation is particularly relevant to Generation Z, which represents a growing proportion of the contemporary workforce. Generation Z is generally defined as individuals born from the mid-1990s to the early 2010s, although the precise boundaries vary across studies (Bencsik et al., 2016; Barhate & Dirani, 2022). As a generation that has grown up alongside rapid technological development, Generation Z is generally characterized by high exposure to digital technologies and extensive access to information. Such characteristics may influence how they perceive employment and career development. Previous research indicates that Generation Z possesses distinctive work values and career expectations and that organizations need to adapt

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their human resource practices to accommodate the characteristics of this emerging workforce (Bencsik et al., 2016; Barhate & Dirani, 2022).

For Generation Z, employment is not necessarily viewed merely as a means of earning income. Career decisions may also be associated with flexibility, work-life balance, meaningful work, supportive environments, opportunities for development, and personal autonomy. A study of Generation Z work values found that flexible working arrangements and an environment that supports employees' desired lifestyles and well-being are important considerations for this generation (Gibson et al., 2021). Similarly, a systematic review of research on millennials and Generation Z indicates that younger workers tend to value flexibility in working hours, opportunities to work remotely, supportive work environments, and career development opportunities (Waworuntu et al., 2022). These findings indicate that employment preferences among Generation Z are multidimensional and may reflect the interaction between economic considerations, personal values, career aspirations, and lifestyle needs.

The changing employment landscape has consequently expanded the choice between formal and non-formal work. Formal employment generally provides relatively structured working arrangements, clearer organizational responsibilities, regular income, employment protection, and career pathways. In contrast, non-formal employment may provide greater autonomy and flexibility in determining working hours, location, and the type of activities undertaken. The development of digital platforms has further strengthened opportunities for non-formal and gig-based employment. Research on platform-enabled work demonstrates that flexibility and control over working time can be important advantages from workers' perspectives, although these benefits may coexist with concerns regarding income, platform control, and employment security (Mäntymäki et al., 2019). Therefore, the availability of digital work opportunities has not simply increased the number of employment options but has also changed how individuals perceive and evaluate different forms of work.

The Indonesian context further illustrates the growing relevance of digitally mediated non-formal employment. Digital technologies and social media can facilitate access to informal work by connecting workers with potential customers and employment opportunities. Octavia (2022), for instance, found that social media played an important role in enabling informal workers in Indonesia to access employment opportunities, although access and outcomes remained influenced by social networks and platform algorithms. This finding demonstrates that the expansion of digital employment opportunities does not necessarily eliminate the

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vulnerabilities associated with informal work. Instead, digitalization may simultaneously create new opportunities and introduce new forms of uncertainty and dependence.

The choice between formal and non-formal employment among Generation Z is therefore unlikely to be explained solely by the objective characteristics of a particular occupation. Individual preferences may differ depending on financial needs, career aspirations, previous work experiences, desired flexibility, social environment, and perceptions of employment security. Research examining Generation Z job seekers in an emerging economy found that many young job seekers viewed traditional working arrangements as less attractive and expressed preferences for greater autonomy and flexibility in organizing their working time and location (Nguyen Ngoc et al., 2022). At the same time, research on Generation Z work values across different national contexts indicates that work preferences may vary according to cultural and national backgrounds, suggesting that Generation Z should not be treated as a completely homogeneous group (Kuron et al., 2022).

In addition to differences in employment preferences, Generation Z may encounter various challenges when performing the work they choose. Formal employment may involve organizational demands, workload, limited flexibility, and pressure to meet established performance expectations. Non-formal and digitally mediated employment, meanwhile, may involve income instability, limited employment protection, uncertainty, and blurred boundaries between working and personal time. Recent research on Generation Z in digital work environments shows that although young workers appreciate autonomy and flexibility, they may simultaneously experience concerns about job security, career development, digital fatigue, and difficulties maintaining clear boundaries between work and personal life (2026). This suggests that a job that appears attractive because of its flexibility may also create challenges that influence how individuals evaluate the suitability of that employment.

The relationship between work preferences and work experiences is particularly important because employment choices may change as individuals gain direct experience with the jobs they undertake. A person may initially prefer formal employment because of its perceived stability and career prospects, while another may prefer non-formal work because of its flexibility and autonomy. However, actual experiences may subsequently strengthen or alter these preferences. Research on Generation Z's career aspirations suggests that both intrinsic and extrinsic factors contribute to their career expectations and that this generation tends to develop relatively clear expectations concerning career development (Barhate & Dirani, 2022).

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Accordingly, understanding Generation Z's work preferences requires attention not only to the type of employment they select but also to the reasons behind the choice and their experiences after entering the workplace.

Although research on Generation Z and the contemporary workplace has increased substantially, much of the existing literature has focused on particular determinants of work preferences, such as work-life balance, flexibility, work values, organizational environment, career aspirations, and job satisfaction. For example, previous studies have examined Generation Z's career aspirations (Barhate & Dirani, 2022), work values (Kuron et al., 2022), workplace expectations (Gibson et al., 2021), and work-life balance (Waworuntu et al., 2022). However, there remains a need for research that explores more comprehensively how Generation Z perceives and chooses between formal and non-formal employment, what challenges they experience while performing their chosen work, and how they respond to those challenges. This gap is particularly relevant in the context of developing economies, where formal and informal employment coexist and digital platforms increasingly provide alternative pathways into work.

The present study addresses this gap by examining Generation Z's work preferences toward formal and non-formal employment in the digital era, with a particular focus on postgraduate students at Universitas Bandar Lampung who have work experience. The selection of postgraduate students is relevant because some of them have already entered the labour market and possess diverse employment backgrounds, including formal employment, non-formal employment, or a combination of both. Such experiences enable them to provide meaningful accounts of why particular forms of employment are considered preferable, what challenges they encounter, and how they adapt to those challenges. In accordance with the scope of the thesis, the study specifically focuses on Generation Z students of the Master of Management Program at Universitas Bandar Lampung, Cohort 83, who have experience in formal employment, non-formal employment, or both.

Based on this background, this study aims to understand Generation Z's perceptions and preferences toward formal and non-formal employment in the digital era, identify the challenges they experience in carrying out their chosen forms of employment, and explore the strategies they employ to address those challenges. Rather than quantitatively measuring job satisfaction, performance, productivity, or causal relationships among variables, the study seeks to obtain an in-depth understanding of Generation Z's perspectives, experiences, preferences, challenges, and adaptive efforts in navigating contemporary employment. By examining these dimensions

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simultaneously, the study is expected to contribute to the human resource management literature by providing a more comprehensive understanding of how Generation Z navigates the increasingly diverse employment landscape created by digital transformation.

LITERATUR REVIEW

Generation Z

Generation Z refers to the generational cohort born after the Millennial generation and raised in an environment characterized by rapid developments in digital technology and the internet. Their close exposure to technology has made them accustomed to obtaining information, communicating, learning, and conducting various activities through digital media. These characteristics have also influenced how Generation Z perceives professional life and makes employment decisions. In the career context, Generation Z does not consider income and job security as the only important factors but also pays attention to opportunities for personal development, flexibility, workplace conditions, and work-life balance. Barhate and Dirani (2022) demonstrated that Generation Z's career aspirations are influenced by various intrinsic and extrinsic factors, including career development opportunities, organizational environment, employment stability, and work-life balance. These findings indicate that Generation Z's orientation toward employment extends beyond the objective of obtaining financial income.

The characteristics of Generation Z can also be observed in their tendency to evaluate employment according to its compatibility with their personal needs and life circumstances. The development of technology and social media has provided broader access to information about employment opportunities, allowing Generation Z to recognize various forms of work that may previously have been less familiar. In their study of Generation Z's career aspirations and preferences, Pózner and Kozák (2025) found that professional development, autonomy, flexibility, positive working environments, and work-life balance are important considerations for this generation. This condition indicates that Generation Z tends to demonstrate diverse and adaptive employment orientations in response to changing circumstances. Therefore, Generation Z in this study is understood as a generational cohort characterized by strong familiarity with digital technology and employment considerations that encompass economic aspects, flexibility, personal development, comfort, and work-life balance.

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Work Preference

Work preference refers to an individual's tendency to evaluate and choose employment based on characteristics considered compatible with personal needs, values, expectations, experiences, and desired goals. Such preferences may be reflected in considerations of various employment attributes, including income, stability, working-time flexibility, workplace environment, career development opportunities, autonomy, and work-life balance. Therefore, work preference does not merely indicate the type of employment selected by an individual but also reflects the considerations underlying that decision. In the context of Generation Z, these considerations have become increasingly diverse because technological developments have expanded access to information concerning various employment opportunities. Mahapatra et al. (2022) demonstrated that Generation Z possesses a range of work values that influence their career aspirations and employment choices. This finding indicates that employment decisions may emerge from an interaction between individual needs and the characteristics offered by particular jobs.

Work preferences may also change as individuals gain experience and as workplace conditions evolve. Individuals may reassess their employment after obtaining direct experience concerning income, workload, flexibility, working environment, and opportunities for personal development. Barhate and Dirani (2022) explained that Generation Z's career aspirations are influenced by various internal and external factors, indicating that employment preferences are not entirely static. Pózner and Kozák (2025) similarly demonstrated that Generation Z considers both professional and nonfinancial aspects when evaluating employment, including autonomy, flexibility, workplace conditions, and work-life balance. Based on this perspective, work preference in this study refers to Generation Z's tendency to perceive, evaluate, and determine preferences between formal and non-formal employment according to their needs, experiences, expectations, and circumstances.

Formal and Non-Formal Employment

Formal employment generally refers to a form of work characterized by an organizational structure, established rules, defined responsibilities, and a relatively organized employment relationship. Such employment may be found in private companies, government institutions, and other organizations that implement formal employment systems. In contrast, non-formal employment tends to have a more flexible structure and does not necessarily follow conventional

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employment arrangements. Examples include self-employment, freelancing, project-based work, online selling, content creation, affiliate marketing, and various other economic activities facilitated by digital platforms. In this thesis, formal employment is understood as work characterized by a relatively structured employment system, whereas non-formal employment is associated more strongly with flexibility and less dependence on conventional formal employment arrangements.

These differences in characteristics may lead individuals to develop different considerations when choosing employment. Formal employment may provide greater organizational structure, clearer rules, and more predictable career pathways, whereas non-formal employment may offer greater autonomy over working time and methods. Gutierrez et al. (2019) demonstrated that movement between formal and informal employment represents a dynamic phenomenon, suggesting that an individual's employment status may change in response to available opportunities and personal circumstances. Aloisi and De Stefano (2020), meanwhile, explained that digitalization has generated new forms of employment that differ from standard employment relationships. This development has become increasingly visible through the growth of the gig economy, freelancing, and platform-based employment. Accordingly, formal and non-formal employment in this study are viewed as two alternative forms of work that Generation Z may choose according to their needs, experiences, career objectives, flexibility requirements, and personal circumstances.

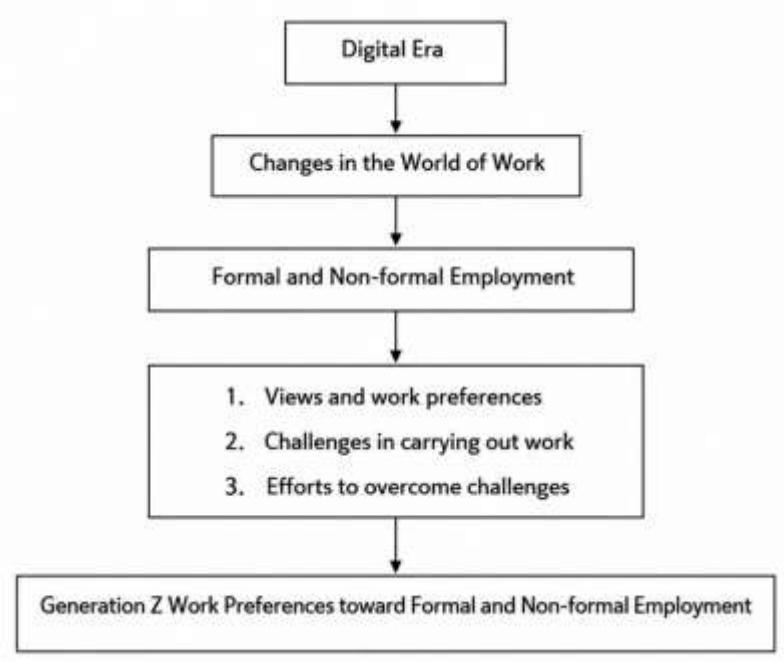
The Development of the World of Work in the Digital Era

The development of digital technology has transformed the structure, patterns, and mechanisms of work. The internet, digital platforms, automation, artificial intelligence, and communication technologies have enabled work activities to be performed in more flexible ways and are no longer necessarily dependent on a specific physical location. These developments have also expanded the range of employment opportunities available to individuals, including platform-based work, freelancing, remote work, content creation, digital marketing, and other emerging occupations. Zhang and Chen (2023) demonstrated that digital transformation has influenced human resource management practices, including recruitment, talent management, performance evaluation, and workforce development. Thus, digitalization is not merely associated with the adoption of technology but also represents a transformation in the ways organizations and individuals conduct work activities.

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These changes create both opportunities and challenges for Generation Z when selecting and performing employment. On the one hand, technology provides broader access to employment information, creates new income-generating opportunities, and facilitates more flexible work arrangements. On the other hand, digitalization may require continuous skill development, technological adaptation, and the ability to deal with employment uncertainty and manage boundaries between personal and professional life. Menz et al. (2023) demonstrated that digitalization contributes to changes in employment structures and the development of non-standard forms of employment, including platform-based work. Liu et al. (2026) further demonstrated that digital technology can transform important job characteristics, including autonomy, skill utilization, feedback, and social relationships within the workplace. Therefore, the digital era in this study is understood as an environmental context that influences how Generation Z accesses employment information, perceives opportunities, selects jobs, and responds to changes and demands in both formal and non-formal employment

Framework



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RESEARCH METHODS

This study employed a qualitative approach with a descriptive design to gain an in-depth understanding of Generation Z's perceptions, experiences, and work preferences regarding formal and non-formal employment in the digital era. The descriptive qualitative design was considered appropriate because the study was not intended to examine relationships among variables or test hypotheses, but rather to explore how Generation Z evaluates different employment options, experiences challenges in the workplace, and adapts to those challenges. The study focused on students enrolled in the Master of Management Program at Universitas Bandar Lampung, Cohort 83, who belonged to Generation Z and had previous work experience.

Participants were selected using purposive sampling based on characteristics relevant to the research objectives. The inclusion criteria required participants to be Master of Management students from Cohort 83 at Universitas Bandar Lampung, belong to Generation Z, have experience in formal employment, non-formal employment, or both, be capable of providing relevant information regarding their work preferences and experiences, and voluntarily participate in the study. Five participants were selected based on these criteria. They represented diverse employment backgrounds, including formal workers, non-formal workers, and individuals engaged in both forms of employment. This diversity enabled the study to capture different perspectives and experiences without seeking statistical generalization.

Data were primarily collected through semi-structured interviews guided by questions developed in accordance with the research focus. This approach allowed the researcher to pursue follow-up questions and explore issues that emerged from participants' responses, which is one of the key advantages of semi-structured interviews in qualitative research (Adeoye-Olatunde & Olenik, 2021). The interviews addressed three main areas: participants' perceptions and preferences regarding formal and non-formal employment, challenges encountered while performing their jobs, and strategies used to deal with or overcome those challenges. Interview data were complemented by supporting documentation, including interview guidelines, interview transcripts, research notes, and other relevant documents.

Data credibility was strengthened through source triangulation by comparing information obtained from participants with different employment backgrounds. The comparison was conducted to identify recurring patterns, similarities, and differences while retaining divergent perspectives as part of the findings. The researcher also repeatedly reviewed interview

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transcripts, data categorization, and interpretations to ensure that the conclusions remained grounded in participants' accounts rather than researcher assumptions.

The data were analyzed using the interactive model proposed by Miles, Huberman, and Saldaña, which consists of data condensation, data display, and conclusion drawing and verification. During data condensation, relevant interview information was selected, simplified, coded, and organized according to the main research themes, particularly work preferences, employment-related challenges, and strategies for addressing those challenges. The condensed data were subsequently presented through narrative descriptions, selected participant quotations, and tables or matrices when necessary to facilitate the identification of patterns and differences across participants. Conclusions were then formulated from the emerging themes and continuously verified against the empirical data. Following the identification of the main patterns, Social Cognitive Career Theory (SCCT) was employed as an interpretive framework to examine how learning experiences, self-efficacy, outcome expectations, personal goals, and contextual supports and barriers contribute to Generation Z's work preferences and employment experiences.

RESULT AND DISCUSSION

Characteristics of Informants

Table 1. Characteristics of Research Informants

No.	Informant's Initials	Age	Work	Category
1.	SAN	25 Years	Pharmacy / Community Health Center Rajabasa	Formal-sector worker
2.	CL	27 Years	Kalbe Saka Farma Consumer Health	Formal-sector worker
3.	YRDA	25 Years	Family Business Manager (Yubastaji Shop)	Informal Sector Workers
4.	TPY	23 Years	Civil Servant and Cake Business Owner (Yonifa Cakery)	Formal and Informal Workers
5.	CCS	27	Shopee and TikTok Educator	Workers

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		Years	and Affiliate	Formal and Informal

Source: Primary data processed by the researcher (2026)

Based on the participants' characteristics, all participants were aged 23–27 years and belonged to Generation Z, with diverse employment backgrounds: two worked in the formal sector, one in the non-formal sector, and two were engaged in both formal and non-formal employment. This diversity provided broader perspectives on the characteristics, experiences, flexibility, independence, and work systems associated with both types of employment, including experiences of combining formal and non-formal work. Accordingly, all five participants were considered relevant to the study because they were able to provide information regarding Generation Z's views and preferences toward formal and non-formal employment in the digital era, the challenges they encountered, and the strategies they employed to address those challenges.

RESEARCH RESULT

Generation Z's Perceptions and Preferences toward Formal and Non-Formal Employment

The interview findings indicate that Generation Z holds diverse perceptions of formal and non-formal employment. Formal employment is generally perceived as providing a structured work system, income security, job stability, clear responsibilities, and career development opportunities, whereas non-formal employment is more strongly associated with flexibility, autonomy, independence, additional income opportunities, and the use of digital technology. These differences are influenced by the informants' experiences, needs, and employment circumstances. Therefore, work preferences are not determined solely by the type of employment but also by the characteristics of a job that are considered most compatible with an individual's needs and goals.

a.) Generation Z's Perceptions of Formal Employment

Based on the interviews, formal employment is generally perceived as work characterized by a more structured system and clearly defined regulations, including working hours, task allocation, rights and responsibilities, income, and career development. SAN emphasized income security, social protection, and job stability; CL highlighted organizational systems and career development opportunities; YRDA emphasized clear working hours, responsibilities, and income; TPY focused on job responsibilities and

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income certainty; while CCS viewed formal employment in terms of responsibility, organizational commitment, and work pressure. Overall, formal employment is considered capable of providing stability and security, but it also requires compliance with regulations, working hours, targets, and the responsibilities associated with the job.

b.) Generation Z's Perceptions of Non-Formal Employment

Non-formal employment is generally perceived by the informants as providing greater flexibility, freedom, and independence in managing working time and activities. SAN and CL viewed digital technological developments as expanding opportunities for non-formal employment, such as content creation, freelancing, and internet-based work; YRDA emphasized the freedom to determine business strategies while acknowledging the risk of unstable income; TPY considered non-formal employment a means of generating additional income and developing personal capacity; whereas CCS emphasized flexibility due to the limited supervision and lack of direct attachment to a superior. Thus, non-formal employment offers greater opportunities and autonomy, but it is also associated with uncertainty regarding income stability and employment continuity.

Challenges Experienced by Generation Z in Their Employment

The interviews revealed that Generation Z encountered different challenges depending on their employment characteristics. These challenges were grouped into five main themes: workload and job demands, time management and work–life balance, income instability, adaptation to changing work conditions, and physical and psychological fatigue. Formal workers primarily faced workload, targets, and organizational demands, while non-formal workers experienced greater income uncertainty and market changes. Those combining formal and non-formal employment faced additional challenges in managing time, priorities, and energy.

a.) Work Demands and Workload

Workload varied according to the informants' occupations. SAN experienced increased demands when patient numbers and administrative tasks rose, while CL faced targets, deadlines, and company standards. TPY encountered additional responsibilities from managing both civil service duties and a business simultaneously. These findings indicate that workload may arise in both formal and non-formal employment and becomes more complex when individuals manage multiple jobs.

b.) Time Management and Work–Life Balance

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Time management was particularly challenging for informants with multiple work activities. TPY had to balance civil service duties with business orders, while CCS divided time between teaching and affiliate activities. YRDA also experienced blurred boundaries between work and personal life because business matters could arise at any time. Thus, flexibility does not necessarily eliminate time-management difficulties.

c.) Income Instability and Employment Conditions

Income instability was mainly experienced in non-formal employment because earnings depended on customer demand, orders, market conditions, and digital platform performance. YRDA experienced fluctuations in business sales, TPY's business income depended on orders, and CCS's affiliate earnings varied according to consumer purchases, content performance, and platform algorithms. Therefore, non-formal employment offers additional income opportunities but provides less income certainty than formal employment.

d.) Adaptation to the Work Environment and Job Demands

Adaptability was necessary across different types of employment. CL adapted to organizational routines, communication, and teamwork, while YRDA adjusted to changing consumer preferences and market conditions. CCS also needed to follow digital trends, consumer interests, and content performance. These findings show that formal employment requires adaptation to organizational environments, whereas non-formal and digital work require responsiveness to market, technological, and consumer changes.

e.) Physical and Psychological Fatigue

Physical and psychological fatigue occurred when workloads increased, rest time was limited, or multiple jobs had to be managed simultaneously. SAN experienced fatigue during periods of high patient volume, TPY when formal and business responsibilities overlapped, and CCS when affiliate activities continued after teaching. Thus, fatigue was associated not only with workload but also with limited rest and the demands of maintaining multiple work activities.

Generation Z's Efforts to Address Employment Challenges

The findings show that Generation Z employs various strategies to address employment challenges, including time management, adaptation to work demands, communication and coordination, development of work or business strategies, and maintenance of physical well-

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being and work-life balance. These efforts reflect the informants' ability to adapt to the demands of formal, non-formal, and combined employment.

a.) Managing Time and Setting Priorities

The informants managed their time and established priorities to deal with workloads and responsibilities. SAN prioritized tasks according to their importance, while TPY and CCS prioritized their primary jobs and adjusted additional activities to available time. This strategy helped them complete responsibilities more systematically and minimize conflicts between activities.

b.) Adapting to Work Demands

The informants adapted their work practices to changing workloads and employment conditions. CL adjusted to the work rhythm and task urgency, SAN modified her approach when service demands increased, while YRDA adapted the business to market changes and consumer needs. These findings indicate that adaptability is an important strategy for responding to workplace dynamics.

c.) Strengthening Communication and Coordination

Communication and coordination were used to clarify responsibilities, obtain information, and minimize work-related errors. CL and SAN coordinated with colleagues to support work processes, while YRDA communicated with suppliers and customers regarding prices, inventory, and market demand. Thus, communication helped the informants address challenges according to their employment contexts.

d.) Developing Work and Business Strategies

The informants developed strategies by adapting their activities to market changes, consumer demand, time constraints, and technological developments. YRDA utilized social media and adjusted inventory, TPY regulated business orders according to her primary workload, while CCS adapted content to current trends and consumer responses. These strategies supported the continuity of their work and business activities.

e.) Maintaining Physical Well-Being and Work-Life Balance

The informants maintained their physical well-being and work-life balance by managing rest periods, limiting workloads, setting priorities, and adjusting activities according to their personal capacity. SAN, CL, and YRDA attempted to prevent work from interfering excessively with their personal lives, while TPY and CCS adjusted additional work

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according to their physical condition and primary workload. These efforts helped them manage fatigue while maintaining employment continuity.

DISCUSSION

Generation Z's Efforts to Address Employment Challenges

The findings indicate that Generation Z employs various approaches to address employment challenges according to the conditions and demands they encounter. These efforts include managing time and priorities, adapting to work demands, strengthening communication and coordination, adjusting work or business strategies, and maintaining physical well-being and work-life balance. These strategies demonstrate the informants' active efforts to adjust their work practices so that responsibilities can be fulfilled without neglecting limitations in time, energy, and personal needs.

Managing Time and Setting Priorities

The informants applied time-management strategies by determining which tasks should be completed first based on their importance and the circumstances they faced. SAN prioritized service-related tasks while maintaining accuracy, whereas TPY and CCS, who combined formal and non-formal employment, placed their primary jobs first and performed additional activities according to the time available. This approach enabled the informants to manage multiple responsibilities more systematically, minimize overlapping demands, and maintain the continuity of both primary and additional work.

Adapting to Work Demands

Adaptability was one of the strategies used by the informants to respond to changes and pressures in their work. CL adjusted activities according to work pace and task urgency, SAN modified her work approach when service demands increased, while YRDA adapted business activities to market conditions and consumer needs. These findings indicate that adaptability enables the informants to respond more flexibly to changing circumstances and maintain work continuity despite varying conditions.

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Strengthening Communication and Coordination

The informants used communication and coordination to clarify task allocation, obtain relevant information, and facilitate work completion. CL and SAN communicated with colleagues to ensure effective coordination, while YRDA interacted with suppliers and customers to obtain information about prices, inventory, and market demand. Thus, communication served as an important mechanism for reducing errors, facilitating work processes, and supporting decision-making according to the situations encountered.

Developing Work and Business Strategies

The development of strategies was particularly evident among informants engaged in business or digital-based work, who adjusted their activities to market changes, consumer demand, time limitations, and technological developments. YRDA adjusted inventory and utilized social media for marketing, TPY regulated the number of business orders according to her primary workload, while CCS adapted content to current trends and user responses. These findings indicate that the ability to recognize changes and modify strategies is important for maintaining the continuity of employment and business activities.

Maintaining Physical Well-Being and Work-Life Balance

The informants sought to maintain physical well-being and work-life balance by managing rest periods, limiting workloads, setting priorities, and adjusting activities according to their personal capacity. SAN, CL, and YRDA attempted to limit work-related activities during personal time, while TPY and CCS adjusted their additional work according to their physical condition and primary job demands. These findings suggest that work-life balance involves not only sufficient rest but also the ability to establish boundaries, manage workloads, and align activities with individual capacity.

CONCLUSION

1. Generation Z's Perceptions and Preferences toward Formal and Non-Formal Employment
   Generation Z shows diverse work preferences. Formal employment is associated with stability, income security, and career opportunities, while non-formal employment offers flexibility, autonomy, and additional income opportunities. SAN and CL tend to prefer

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formal employment, YRDA prefers non-formal work, while TPY and CCS engage in both. These choices are influenced by individual needs, experiences, and goals.

2. Challenges Experienced by Generation Z in Employment
   The main challenges include workload, time management, work-life balance, income instability, adaptation, and fatigue. Formal employment is more associated with organizational demands, while non-formal employment involves income uncertainty and changing market conditions. Those engaged in both types face greater challenges in managing their time and energy.
3. Generation Z's Efforts to Address Employment Challenges
   Generation Z addresses employment challenges through time management, prioritization, adaptation, communication, work-strategy development, and maintaining work-life balance. Overall, work preferences are dynamic and shaped by experiences, goals, expectations, and contextual conditions, consistent with Social Cognitive Career Theory (SCCT).

IMPLICATION

1. Generation Z views formal and non-formal employment as complementary options, with formal work providing stability and non-formal work offering flexibility and additional income opportunities.
2. Formal and non-formal employment present different challenges; formal work involves organizational demands, while non-formal work involves income uncertainty and changing market conditions.
3. Generation Z's employment continuity depends on the ability to manage time, adapt, communicate, and maintain work-life balance.

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