Conference Paper

Career Development, Career Maturity and Career Success in Generation Z: A Systematic Review

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ABSTRACT

A career for someone is a record of patterns of professional work experience that influence all aspects of their life. This is in line with the views of Generation Z on careers. This generation views career development, career maturity, and career success realistically and rationally. Where they seek clear paths for their career growth and progress. They want stability and confidence in their careers. They have a principle that work life must be balanced with their personal life. Their career choices are always made by their hearts. They prioritize the principle of heart joy over being pushed by work. Generation Z will not hesitate to quit their job if it makes them uncomfortable. This article discusses the perspective of Generation Z on career development, career maturity, and career success using a systematic literature review approach. Relevant studies published come from three main academic databases; Science Direct, Google Scholar, and Research Gate

Keywords: Generation Z, career development, career maturity, career success

Introduction

Before the 20th century, Ozkan and Solmaz (2015) stated that work orientation used the term Occupation. Occupation or work has the meaning of daily activities that keep a person busy, where the activity can be done indoors or outdoors. Researchers Ozkan and Solmaz (2015) also stated that work is a person's ability to use their body and memory as planned towards a certain goal. The definition of work is in line with an etymological concept taken from the ancient Greek and Roman languages about the concept of work. Implicitly, the concept of work includes the meanings of sorrow, exhaustion, and bother. At the time, everyone would strive their best to do a job that, at the same time, would give them pleasure and suffering. Moreover, if the effort and energy put into it were not appreciated by others, physical and mental difficulties would arise, resulting in long-term sadness. In general, career vision can be defined as a series of career experiences that affect a person's entire life and affect many processes or stages that reflect the transition from one life stage to another and vice versa. (Weinert, 2002).

As time went on until the last quarter of the 20th century, the vision of the meaning of work changed. Work is considered the center of a person's life, and with the advancement of technology, the expectations of employees regarding their professional lives have changed. It changes work life as well as the attitude towards work itself. According to Forbes, a study was conducted on Generation Z in North America, South America, Africa, Europe, Asia, and the Middle East, with a sample of about 49,000 children. The survey results show that Generation Z is the first truly global generation. Advanced technology has changed their view of work, education, and the world. They have different expectations at work, are career-focused, and are an ambitious generation of professionals and they have high technical skills and language knowledge; therefore, they are good human resources. The business will support engaging with Generation Z because they are effective employees in the digital era.

The study in the journal I want to focus on is something that I feel really good about every day: career development in established adulthood Goedereis et al. (2023) discuss how career development can occur among adults who have already established their careers. This study shows that there are several reasons why these adults want to develop their careers, whether it is to achieve a better position in the organization, pursue personal or career goals, improve their abilities, or prepare themselves for the future. Although there are challenges in developing a career in established adulthood, this study shows that individuals can ultimately increase job satisfaction by pursing a career that truly motivates them and aligns with their interests or goals.

The study by Singh and Dangmei (2016) states that Generation Z is the most unique and technologically diverse generation. This generation has independent, individual, and extensive communication and social media in their lives. They are the do-it-yourself generation. In a study conducted by tolerant, and less motivated by money compared to Generation Y. They are more realistic about their job expectations and more positive about the future. Meanwhile, according to the Generational White Paper Wiyoko et al. (2020), Generation Z tends to be more disorganized, think instantaneously, be less ambitious than the previous generation, have attention deficits, high dependence on technology, a low attention span, be individualistic, independent, demanding, materialistic, and feel entitled to everything.

Goedereis et al. (2023) said that Generation Z needs to create a work identity, which refers to the process of creating a sense of self and its relationship with the world of work. This involves individuals understanding their career interests, values, goals, skills, and talents and how they interact with each other. Job characteristics also include individuals' understanding of their job goals and objectives, as well as the goals and vision of the organization they work for. In terms of career development, creating a clear career identity helps individuals make good career decisions based on their interests and values so that they can be successful and satisfied with their work.

Based on Baer et al. (2008), individual career development is an inclusive, lifelong process, the process of growth and change during childhood, formal work education at school, and the process of maturation. Pieterse (2005) stated that professional maturity is a decision based on behavior, personal knowledge, knowledge of education and work market opportunities, and sufficient knowledge for making operational decisions. The spear of professional work is professional success, which can be both objective and subjective. An objective view of potential professional success will be seen through people's achievements in different areas, such as work performance, salary, and position or rank. In the meantime, success at work is often measured by one's own needs, such as one's own career goals and objectives (Heslin, 2003).

This study was conducted to systematically review the literature on the importance of career development, career maturity, and career success from the perspective of Generation Z, who are starting to enter the workforce. Specifically, this research attempts to explore Generation Z's perspective on career development, career maturity, and career success within an organization.

This research also provides new perspectives and insights for organizations to consider the most appropriate strategies for enhancing the productivity of career development, career maturity, and career success for Generation Z.

Material and Methods
Data collection procedure

Data collection was conducted by studying literature, where data or sources related to the research topic were collected, then filtered and documented by Hasby (2017) in Waworuntu et al., (2022). In this study, the collected data came from journals or articles that examined the role of career development, career maturity, and success in Generation Z. The inclusion criteria for this research are as follows:

Table 1. Research inclusion criteria

Criteria	Description
Time Period	10 years
Article Type	Research-based Articles
Language	English and Indonesian Language
Keywords	Generation Z, Career Development, Career Maturity, and Career Success
Article Source	Science Direct, Google Scholar, Research Gate

Data analysis

The obtained articles were further analyzed using a descriptive analysis method, by presenting the facts first, followed by a description of the understanding according to Hasby (2017) in Waworuntu et al., (2022). The research stages were carried out as follows:
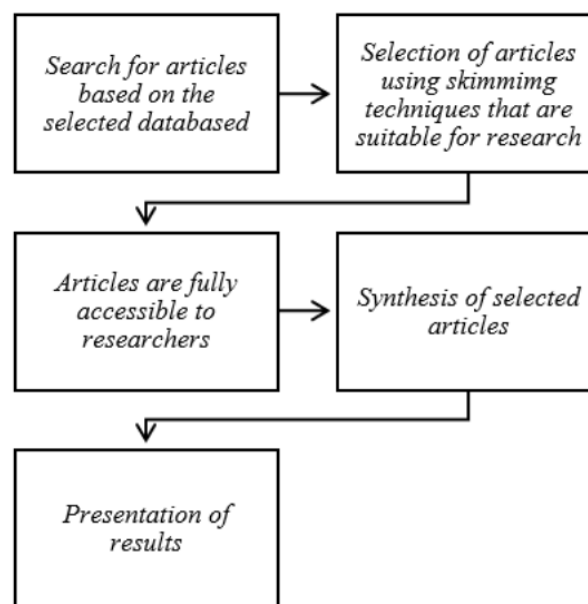

Figure 1. Research phase flow

Results and Discussion

The concept of a career has changed, and individuals are now responsible for their career progress. There is pressure to adapt to constant change and to be proactive in maintaining competitiveness. However, findings from a study conducted by Dreis et al. (2009) show that most employees still want a more traditional type of career. This means that careers are no longer chosen but built through a series of choices about learning and working throughout life. This article will review descriptively the view of career development, career maturity, and career success of Generation Z.

Career development in generation Z

According to Amalia (2023), Generation Z has a realistic view when it comes to career development. They want good and clear career development, such as training opportunities, support skill development, and a clear career path. They tend to want to develop their career within the organization, so they can commit to and grow in it for a long period. Barhate and Dirani (2022) reported that Generation Z needs instant job satisfaction through promotion opportunities and career development. They tend to be less patient, prioritize quick results, and have individualistic tendencies. However, the career development process is a long one and

requires cooperation. Generation Z's focus ability is often impaired by their inability to look at the long-term picture, and they may be too concerned about missing something or always checking social media. Therefore, Generation Z needs guidance in managing tasks and building a strong mindset to solve problems wisely (Zanariah & Razak, 2021). They are worried about unemployment and the possibility of their career being halted and not progressing. Moreover, they tend to have difficulty accepting feedback and sometimes feel a mismatch between their online and offline lives. This can make them feel anxious, disappointed, and worried about their existence (Andrea et al., 2016).

From various studies and literature, it can be concluded that Generation Z has an instant thinking pattern where they expect clarity in their job. They want training opportunities, support for skill development, a clear career path, and rapid job promotion. Therefore, Generation Z needs internal guidance in managing tasks and developing critical thinking patterns to solve problems in the right way and to train patience in their work. (Zanariah & Razak, 2021).

Career maturity in generation Z

Career maturity, as the next stage after career development, is important for Generation Z. Career maturity is the state where someone feels stable in their career and confident in their professional abilities (Goedereis et al., 2023). Generation Z, who has undergone career development, will reach this stage. According to Guan et al. (2019), this stage is when an individual has reached the peak of their career and becomes an expert in their field. The concept of career maturity emphasizes an individual's success in facing challenges and changes in their career, as well as the ability to adapt to different situations (Rudolph et al., 2019). Career maturity includes many aspects, such as career uncertainty, job satisfaction, career stability, career development, work experience, and recognition of achievements. Generation Z tends to be selective in pursuing their careers, seeking better career stability and development (Amalia, 2023).

Zacher et al. (2019) study revealed that a person's view of their career tends to change as they age. Therefore, this affects how Generation Z sees and plans their careers. Generation Z prioritizes flexibility and work-life balance rather than high salaries. They want to achieve success while maintaining their quality of life (Barhate & Dirani, 2022). In addition, their career opportunities, the choices they make, and the learning cycles they undergo affect their career potential. This can even affect their future career opportunities and sustainability (De Vos et al., 2021). Although Generation Z sees themselves as already mature in their career, their older colleagues or managers may have different views. This poses a challenge in interaction and collaboration across generations in the workplace (Arar & Oneren, 2018). Career Maturity for Generation Z encompasses education and qualifications, digital skills, flexibility, entrepreneurship, social awareness and values, economic uncertainty, career plans, and a balance between work and life.

From various studies and literature, it can be concluded that Generation Z has a deep understanding of career maturity and appreciates values such as flexibility, stability, and career development. They may have high expectations for building their careers, so it is important for organizations or companies and mentors or supervisors to understand this generation's perspective and needs in facing the ever-changing world of work.

Career success in generation Z

Generation Z has a unique perspective. Amalia (2023) stated that they expect success to be measured by recognition and appreciation of work accomplishments, as well as involvement in organizations that provide substantial benefits both in terms of career advancement and daily life. For them, success is measured more by intrinsic factors, such as job satisfaction and work experience, that contribute to their work-life balance. Views on career success can very widely due to cultural differences in the company, especially in multinational

companies. Therefore, effective communication in the workplace is important to bridge the gap in varied perspectives (Arar & Oneren, 2018). As for Generation Z's interests or preferences that influence their definition of success, most of them are interested in working in the technology sector due to their status as digital natives. In addition, Arar and Oneren (2018) mentioned that extrinsic factors such as recognition, opportunities for career development, and work-life balance also influence the meaning of career success for them (Barhate & Dirani, 2022). Therefore, career success for Generation Z includes work-life balance, job satisfaction, involvement in organizations, recognition and appreciation, flexibility, and career development, as well as independence and entrepreneurship.

From the results of the research and literature, it can be concluded that Generation Z prioritizes the value of experience in their careers, which involves personal satisfaction and a good work-life balance. They are not only focused on achieving high positions or high salaries but also on a work environment that allows for creativity to develop and provides flexibility in work hours. Career success for Generation Z is a combination of measurable achievements and personal happiness in their work and lives.

Conclusion

Generation Z views career development, career maturity, and career success realistically and rationally. They seek clear paths for their career growth and advancement. They want stability and confidence in their careers. Generation Z prioritizes the principle of work-life balance. This is a big task for an organization to guide and manage Generation Z in developing a strong mindset to solve problems effectively. Career development, career maturity, and career success are lifelong processes that involve growth, education, and adaptation to various career situations, considering the many characteristics of Generation Z that are less favorable in the world of work.

Acknowledgment

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