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RESEARCH ARTICLE

An Exploration of the Work Experiences of China's Generation Zers

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ARTICLE INFO	ABSTRACT
	This study explores the work experiences of China's Generation Zers, aiming to fill the research gap by investigating their unique experiences, motivations, challenges, aspirations, and values. It addresses three research questions: the perceived challenges and opportunities in their work experiences, their views on work-life balance, and how they navigate their career paths. The study employs the qualititive approach by introducing semi-structured interviews with three representative samples of China's Generation Zers to gather in-depth qualitative data on their work experiences. Several themes emerged from the interviews. Generation Zers expressed a strong desire for work-life balance and a preference for meaningful and stable work. They also demonstrated a proactive approach to career development planning. The findings highlight significant challenges faced by this generation, such as managing familial expectations while seeking personal fulfillment and adapting to a complex working environment. The study offers valuable insights for employers, policymakers, educators, and researchers. Understanding the work experiences and values of China's Generation Zers can aid in supporting and optimizing their contributions within China's dynamic and evolving working environment.

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INTRODUCTION

Generation Zers, who born from the mid-1990s to early 2010s, have just entered the workforce, and they will become the main labor force for many years to come. It is very interesting and important to study the unique work experiences they possess. Growing up in China during its rapid transformation means their outlook on careers is quite distinct from previous generations. China's Generation Zers have been shaped by major societal changes. They've seen China grow as an economic giant and witnessed technological advancements at a high speed. This has a profound impact on how they approach work. However, working in China is not easy, especially for this young generation. The notorious "996" work culture (9 am to 9 pm, 6 days a week) prevalent in many Chinese tech companies and startups can take a toll on work-life balance and overall well-being (Wang, 2020). Considering that many Generation Zers are the sole kids due to the one-child policy, there's quite a bit of family pressure to succeed in their careers. Sometimes, they might choose jobs more for their family's sake than their own passion (Xian et al., 2022). While the Generation Zers have a lot of fresh

and innovative new ideas, and they are searching changes of China's working culture, there's still a strong vibe of respecting for seniority and traditional corporate culture. Moreover, those with higher job ranks possess more power and tend to make dictatorial decisions and issue commands to their subordinates. Situations of workplace bullying are hard to avoid. The boundaries between working hours and non-working hours are often blurred. Due to the development of various mobile apps, many communicating apps have various work groups. Employees are required to join these work groups and respond to work messages at any time (Tian, 2020).

Problem statement

There is a dearth of comprehensive studies exploring the specific work experiences, expectations, and challenges faced by Generation Zers (Sakdiyakorn et al., 2021; Nabahani & Riyanto, 2020; Barhate & Dirani, 2022; Leslie et al., 2021). The graduates with mismatched skills and knowledge which fails to reach the level of employers' expectation from specific industries also mainly contributes to job attribute preferences (Chen, 2015). Preference for flexible and temporary jobs for Generation Zers comes from the global trend of thoughts of seeking the balance of life and work in one respect (Sánchez-Hernández et al., 2019). In another respect, due to the slow global economic growth, the satisfied job opportunities for Generation Zers are insufficient supplies (Becker, 2022). As this generation begins to constitute a larger segment of the China's workforce, understanding their experiences is crucial for understanding China's workplace culture, work-life balance, and career development planning of the young generation. Issues related with Generation Zers' challenges on employment and job satisfaction become increasingly critical for dealing with China's human resource development.

While there has been extensive research by scholars on the work experiences of Generation Zers, the researches on the work experiences of China's Generation Zers are still insufficient, especially regarding the following issues. There are unanswered questions regarding how Generation Zers perceive work, the challenges they face, their aspirations, their career development plan, work-life balance and their coping mechanisms in the workplace. This study aims to fill this knowledge gap by exploring the work experiences of Generation Zers from China.Paragraph: use this for the first paragraph in a section. (Last Name, Year).

Purpose of the study

Due to the unique upbringing of China's Generation Zers, and as they gradually become the main force in China's workforce, studying their work experiences is crucial for understanding them and the future of human resource development in China. This study primarily aims to answer three key research questions through the study of the work experiences of China's Generation Zers: What opportunities and challenges do they encounter in their work experiences? How do they balance work and life? And, how do they navigate their own career development? This study aims to explore the work experiences and investigate the occupational preferences, expectations, and attitudes of Generation Zers in China, focusing on understanding the underlying reasons for their choices and the potential consequences for both individuals and society. By exploring their occupational experiences, preferences, expectations, and attitudes, this study dedicates to explore their career decisions and the implications for China's future workforce.

Research questions
The specific research questions are as follows:
  1. What are the perceived challenges and opportunities that Chinese Generation Zers encounter in their work experiences?

2. How do Generation Zers in China view their work-life balance?
3. How do Generation Zers in China navigate their career paths?

Research objectives
The specific research Objectives are as follows:
1. Identify and analyze the perceived challenges and opportunities encountered by Chinese Generation Zers in their work experiences.
2. Examine the perspectives of Generation Zers in China regarding their work-life balance.
3. Explore the strategies and approaches used by Generation Zers in China to navigate their career paths.

Definition of the terms
The terms used to refer to the meaning of them in this study are as follows:
1. WLB is an abbreviation of Work-Life Balance Theory.
2. CCT is an abbreviation of Career Construction Theory.
3. Generation Xers are generally considered to be workforce who were born from the mid-1960s to the early 1980s. They are usually labelled as the founder possess the highest level of work enthusiasm, passion, and diligence in China.
4. Generation Yers are generally considered to be workforce who were born from the early 1980s to the mid-1990s. They are usually labelled as the generation who are focused on career development with proactivity, rebellious spirit and idealism in China.
5. Generation Zers are generally considered to be workforce who were born from the mid-1990s to the early 2010s. They are usually labelled as the most tech-savvy generation possessing the most comprehensive skills and educational background in China.

Significance of the study
1. Understanding the career preferences, expectations and values of Generation Zers is crucial for the Chinese economy. Their choices will impact labor market dynamics, skills in demand, and the competitiveness of Chinese businesses. This knowledge can guide workforce planning, talent management, and human resource strategies.
2. As Generation Zers enter the workforce, businesses need to adjust their practices to attract and retain this new generation of workers. Understanding their preferences, expectations and values is vital for organizations seeking to remain competitive and innovative.
3. Insights into work experiences of Generation Zers can inform necessary changes in the education system for the reason there exists a huge gap between the talents whom are employers needed and the talents who are labeled as mismatching skills and knowledge (Li et al., 2014). It can help institutions tailor curricula to better prepare students for the job market and foster creativity and critical thinking, which are valued by this generation.
4. Generation Zers place a strong emphasis on work-life balance. Understanding this aspect can guide the development of policies and practices that promote a better and more modern way of work-life balance.

In conclusion, the study on the occupational experiences, preferences, expectations, attitudes and values of Generation Zers in China is significant as it offers a deep understanding of the future workforce, its impact on the economy and society, and provides valuable information for making decisions to adapt to the evolving working environment. The influence plays an import role to figure out how this mechanism works, and how can we use it to balance the life and work, and relieve the pain and pressure of Generation Zer's competition between themselves and other generations form China's labor market.

Limitation of the study

Career experience, preferences, expectations, attitudes and values are often subjective and can be influenced by individual perceptions. These subjects may not be fully captured in a qualitative study. These subjects will change dramatically based on individual differences, and which is more significant requiring further research, whether the differences in perceptions between generations or between individuals?

China is a vast and diverse country, and there can be significant regional, urban-rural, and cultural variations. The study forces on the subject of Generation Zers which are actually very diversity to be considered as an entirety. However, considering about the difficulties and the length of this thesis, this study treats the Generation Zers as an entirety to simplify the study.

Due to time constraints, only three samples were included, which greatly limits the generalizability of this study. Some data may be difficult to obtain or incomplete, leading to gaps in the analysis. For instance, it may be challenging to access certain demographic or employment data. The methodology chosen for the study, such as semi-structured interview structure, may introduce biases or limitations. The methodology might not be comprehensive enough to capture the complexity of the topic.

LITERATURE REVIEW

Generation Zers have attracted significant attention in academic and professional circles for their unique work values, attitudes, and behaviors. As they emerge into the workforce, understanding their experiences becomes crucial for effective organizational management, especially in dynamic societies like China. On one hand, the Generation Xers (born from the mid-1960s to early 1980s), and Generation Yers (born from the early 1980s to mid-1990s) in China faced a cornucopia of challenges and competitions in their careers due to their huge population. On the other hand, as the two generations who experienced the golden years of China's economic growth and diversity job opportunities with seldom encumbrance of aging challenges, those early singletons (people who born as the only child of their families) of that two generations obtained more chances on the job-picking procedures relying on their own preferences, expectations and attitudes rather than the so-called 'reality consideration' which is the major factor for job-picking by the Generation Zers (born from the mid-1990s to early 2010s). To maintain greater competitiveness in their job titles, they have to become more competitive, with many Generation Zers possessing qualifications and skills far beyond what their positions require. As a result, the balance between work and life is disrupted (Le et al., 2020).

Theories related to the study

Work-Life Balance Theory (WLB) refers to a concept emphasizing the balance between a person's work and personal life. It is centered around the idea that an individual's time and energy are divided between their work and other aspects of their life, such as family, leisure, and personal development. The theory delves into the complexities of managing professional responsibilities and personal life, aiming to achieve a balance where neither is neglected (Rincy & Panchanatham, 2014).

Career Construction Theory (CCT) is a career planning theory developed by Mark Savickas that focuses on how individuals create, influence, and shape their own career paths over their lifespans. This theory integrates concepts from personality, developmental, and vocational psychology to offer a comprehensive perspective on career development (Savickas, 2012).

In fact, many scholars have already used these two theories to study the work experiences of Generation Zers in China. Considering the dynamic environment Chinese Generation Zers grew up in, their self-efficacy and beliefs about work outcomes may differ from previous generations. These two theories can guide investigations into how Generation Zers achieve their work-life balance and how they plan for their career paths. One of the primary components of CCT is individuals develop life themes that influence their career paths. Understanding Generation Zers' life themes can offer insights into their confidence levels, motivations, aspirations and values in their career journeys, especially in a competitive work environment like China's. CCT posits that those individuals make career decisions based on their experiences, values, and beliefs, serving as a lens through which they view their careers. Exploring Generation Zers' outcome life themes can help in understanding their values, what they seek in jobs, and what outcomes they anticipate from their work choices, such as job satisfaction, monetary rewards, or career advancement (Zhuang et al., 2022). WLB provides a method that could be used to assess the psychological stress status of Generation Zers. Because a good work-life balance not only benefits employees, and increases their job satisfaction, but also improves work efficiency, ultimately benefiting employers and the overall work atmosphere of society (Waworuntu et al., 2022).

Relevant past studies to the current study

Work-Life Balance Theory (WLB) could be defined as that role balance involves being completely immersed in each role within one's overall set of roles, approaching every standard role and role partner with a mindset of attentiveness and consideration (Bello & Tanko, 2020). The term "WORK" in WLB signifies tasks that require mental or physical effort to complete. Meanwhile, "BALANCE" in this idea refers to maintaining harmony between professional and personal life spheres (Clarke et al., 2004).

Career Construction Theory (CCT) could be defined as that an individual's career is made up of both objective and subjective elements. The objective aspect refers to the actual job position held, whereas the subjective aspect pertains to the ideal job envisioned by the individual (Savickas, 2013). The theory acknowledges that objective career opportunities available at any given time may not be permanent, highlighting the importance of career adaptability. This adaptability is essential for individuals to develop their objective careers, aligning them more closely with their subjective career aspirations. Importantly, the resources needed for career adaptability are not innate but are developed through continuous learning and interaction with the environment (Savickas, 2013).

For exploring China's Generation Zers work experiences, scholars have employed a variety of methodologies and approaches to study and understand Generation Zers' experiences of their careers. Recent researches about China's Generation Zers points out that they've been majorly influenced by fast-paced tech changes and the global scene. This has made them see the world much differently than the elder generations. Interestingly, they have a lot in common with their Generation Zers' friends from other countries (Tang, 2019; Zhao, 2018; Yang et al, 2018). Using CCT theory to explain this phenomenon, it would mean that the career construction of China's Generation Zers is influenced by objective elements. To gain career adaptability, they need to continually engage with the ever-evolving technological work environment. There's a distinct difference in the heightened materialistic values of Chinese Generation Zers compared to those from other nations. This could very likely stem from their significant work and life pressures. This presents a gap: on one hand, China's Generation Zers share many similarities with their generation from other countries, but on the other hand, they often have to sacrifice many of their emotional and self-fulfillment needs. This manifests specifically in them being more conservative when choosing jobs and considering resignations (Zhong et al, 2023; Goh & Lee, 2018). They are less likely to stand up against workplace

bullying. Their ability to interact with machines, adapt to work environments, and collaborate in teams seems lacking (Chen et al, 2023). Two scholars have previously completed a study on Generation Zers who graduated from hotel management majors in China. They found that although these individuals generally aspire to managerial positions, they are typically willing to start as frontline employees. Faced with familial expectations and employment challenges, they tend to prioritize securing a job first and then later seek more ideal positions (Lee & Yu, 2023). Extended work hours and high job demands have consistently been linked to a compromised work-life balance (Pan & Sun, 2022). Using the CCT theory to explain these phenomena, we can see that these are manifestations of China's Generation Zers enhancing their career adaptability, resulting from their continuous learning and interaction with the environment. On the other hand, the long-term benefits for workers as covered by the WLB theory are largely overlooked among China's Generation Zers. They have not achieved a balance between work and life, and there is still a gap from a long-term healthy state. These theories and studies of predecessors provide many methods and references for this study to explore the work experiences of China's Generation Zers.

RESEARCH METHODOLOGY

The research methodology of the thesis serves as the critical framework that underpins the comprehensive study of the Chinese workforce from the Generation Zers' work experiences to the result of the impact on China's workplace culture. By delving into the reasons behind these work experiences and their real-world implications, this study aims to provide valuable insights into the dynamics of the China's workplace culture and the motivations driving the younger generation's career choices. In the following sections, I will detail the research design, data collection methods, and analytical techniques utilized in this study to explore the work experiences of Generation Zers to understand their occupational selection, challenges, and values.

Research design

The research design for this study seeks to provide a comprehensive understanding of China's Generation Zers' work experiences, to figure out their preferences, expectations of work, values of work-life balance, and attitudes of their own career development. Given the depth and breadth of the topic, a qualitative approach will be utilized, incorporating qualitative data collection methods. This design will facilitate an exploration of both the subjective work experiences and perceptions of the Generation Zer's career choices on employment market in China.

Using qualitative methods by this study allows for a deeper exploration of individuals' feelings, emotions and perceptions. In the context of this study, it provides nuanced insights into the underlying reasons behind Generation Zer's work experiences, beyond what quantitative metrics alone could capture. Instead of just capturing numbers or trends, qualitative research ensures that the voices, stories, and feelings of Generation Zers are heard, recognized, and considered as unique individuals. Therefore, a qualitative methodology is aptly suited. It offers a detailed, contextual, and holistic understanding of the topic, making the findings more comprehensive and insightful.

The research paradigm, approach and the sampling method

Given that Generation Zers in China represent a very broad group, it can even be said that the differences within this group might be greater than the differences between Generation Zers and both Generation Xers and Generation Yers. Therefore, the author realized that an Interpretivism approach should be adopted at the Research Paradigms level. This is because for different individuals within Generation Z, their individual work experiences may vary greatly.

In terms of Research Approaches, this study adopts the Qualitative Method and the Logic Process of Inductive Reasoning. For qualitative research, it is not necessarily about obtaining the most representative data; our sampling aim is to gather the information we need (Moser & Korstjens, 2018). I choose Purposive Sampling as our sampling method and use Heterogeneous case samples to maximize variation of the sample and capture a wider variety of perspectives and insights. The target is employed to investigate intricate working experiences and entails gathering non-quantitative information using techniques like face-to-face in-depth interview. Those interviews utilize open-ended queries followed a pattern to exploring those individuals' natural thoughts and their unique real experiences.

Sample selection

This study has chosen the Interview-based data collection method as the Qualitative Data Collection Method for this study. Those interviews are semi-structured interviews. Due to the time constraints of this research, the sample size is not large. However, the samples selected by the author have good representation among Generation Zers. All interviewees are Chinese international students from the SEGI University in Malaysia. While these students all belong to the Generation Z, they are exceedingly significantly in age, including undergraduates, master's students, and doctoral students. Additionally, they come from various provinces in China. This distribution to some extent aligns with the actual proportion of Generation Zers in the employment population across different provinces in China. Therefore, the sample may stand for the population at least on the background diversity. This study selected a total of 3 samples. One is undergraduate student, one is a post-graduate student for master degree, and one is post-graduate student for doctor degree. The first question in my interview will be "Why you came to the SEGI University for studying?". I hope to get answers like these "Because I need to improve myself to maintain competitiveness in my company", "Because I felt tied in my last job", "Because my boss supported or asked me to get more skills", "Because I can only find some Entry-level jobs without diploma or skills" for making sure all the samples have the work experiences. Until I made sure he or she had a work experience, then the interview would be keeping on doing. Otherwise, I will choose other interviewees as samples. Since these international students have a certain level of English, all interview questions were posed directly in English. This approach largely avoided misunderstandings and biases that might arise from Chinese-English translations.

Participant and setting

All those three interviewees are students of the SEGI University. They are international students from China. They represent different educational levels: an undergraduate student, a post-graduate student pursuing a master's degree, and a post-graduate student pursuing a doctoral degree. They come from different age groups within Generation Z and all have work experiences. The undergraduate student was born in 2001 and previously worked in a car retail store as a seller. The master's student was born in 1997 and previously worked in the marketing department of an educational training and consulting company. The doctoral student, born in 1993, worked in a student management department at a public university in China. I conducted all the three interviews by myself. The interviews took place at the Kota Damansara campus of the SEGI University, Malaysia.

Table 1: Information of participants

Interviewee	Gender	Province Come From	Age	Previous Job
Interviewee 1	F	Shandong	22	Car-Seller
Interviewee 2	F	Guangdong	26	White-collar worker
Interviewee 3	M	Gansu	30	Students' counsellor

Data collection

In-depth Interview was used in this study. Since, In-depth Interview as an instrument of the qualitative researches provides substantial benefits in gaining insight into the interviewees' experiences when it comes to personal experiences, attitudes, feelings, situation, and other related issues (de Janasz & Katz, 2021). The interview received permission from interviewees and they allowed me to save all the audio transcripts for record-keeping. The interview time for each interviewee was kept within 25-30 minutes, and the location was in a nice cafe on campus, with a completely relaxed atmosphere.

Data analysis

An inductive approach of semi-structured interview was adopted for this study. Then, I converted the audio samples of into text transcripts. Next, I imported these transcripts into NVivo 20 for coding based on my review of the data. This method is particularly suitable for open-ended interviews. Based on the interviewees' answers to my questions, and the points I wanted to know from their work experiences, I categorized their work experiences into several aspects and conducted detailed coding. Subsequently, I tallied the number of times these codes were mentioned in the transcripts. For details, refer to the Table 2: Coding of the Transcripts.

Table 2: Coding of the transcripts

Interview Items	Information Being Searched for	Concept Code	Frequency of Code Occurrence
Would you like to go back to your previous job after you graduate？	Satisfaction of Pre-job	SP	3
	Loyalty of Pre-job	LP	1
	Ease of Searching a New Job	ES	3
Tell me about that job, is there something remarkable?	Good Experiences	GE	3
	Bullied Experiences	BE	1
	Challenges	CH	3
	Salary and Compensation	SC	1
	Skills Acquired	SA	2
	Work Environment	WE	2
	Workplace Culture and Values	WV	1
What is your ideological job, and what points or conditions do you think are essential for your next job?	Career Prospects	CP	3
	Ideological Location	IL	2
	Value Alignment	VA	0
	Skill Alignment	SA	2
	Work-Life Balance	WB	1
	Growth and Learning	GL	2

Then, I used NVivo to create a word cloud from the transcripts. I found that terms such as 'Job,' 'work,' 'ideal,' 'industry,' and 'role' were among the most frequently mentioned. Words like 'skills,' 'challenges,' 'growth,' 'opportunities,' 'competitive,' and 'essential' were mentioned slightly less often.

Other important terms that were brought up include 'balance,' 'education,' 'journey,' 'creativity,' 'passionate,' 'ideological,' 'professional,' and 'endless.'

Figure 1: Word Cloud of the Transcripts

Source: NVivo 20

After coding the data, I found that the most frequently occurring codes were SP, ES, GE, CH, and CP. These codes, representing specific points, were mentioned by all three respondents. When linking these codes and combining them with the high-frequency vocabularies in NVivo, it becomes apparent that a common concern among the three samples is career development. All those three respondents were inclined to improve themselves due to dissatisfaction with their past jobs, in pursuit of better industries and work opportunities. Ultimately, this would lead to enhanced working experiences and brighter career prospects. Furthermore, respondents also placed considerable importance on the skills they could acquire, the working environment, and the ideological working location. However, what surprised me was that these Chinese Generation Z respondents mentioned bullying experiences less frequently, and compared to Generation Zers in other countries, they seldom mentioned aspects such as workplace culture and values, value alignment, work-life Balance. They are willing to sacrifice a part of their personal time for work, prioritizing their own growth. Another unexpected finding was their relative indifference towards Salary and Competition. It seems that these Chinese Generation Zers are more focused on long-term development rather than immediate benefits. They also complained less about the work environment and culture, showing good adaptability. However, regarding the pursuit of a good industry and ideal job, they are more willing to participate, also demonstrating a plan for their long-term career.

FINDINGS

The study embarked on an insightful journey into the work experiences of Generation Zers from China, focusing particularly on two fundamental theoretical perspectives: Work-Life Balance Theory and Career Construction Theory. This discussion will detail the findings from our exploration and examine them through the lens of these theories, drawing conclusions about the unique experiences and expectations of this cohort.

The three interviewees of Generation Zers from China expressed different level of desire for a balance between work and personal life. They view work as a means to facilitate their lifestyles rather than a central life focus. Technological advancements have blurred the lines between work and personal life. While this offers flexibility, the interviewees reported feeling 'always on work' and struggle to disconnect from work. Compared to previous generations, Generation Zers place more emphasis on mental well-being, personal development, and leisure time. The three interviewees have a non-linear perspective on career paths. They want to learn new skills and develop themselves, always emphasizing the importance of maintaining their own competitiveness. They are more pragmatic, pursuing more realistic goals, and also show a longing for their ideal job.

DISCUSSION

In response to RQ1, this study found that the challenges faced by Generation Zers include China's traditional overtime culture, an imbalance between life and work, higher expectations from families, pressures from the personal financial situation and other aspects, and a mismatch of skills. The opportunities for Generation Zers include their higher level of education, better mastery of modern technology and computer operating skills, and a greater focus on individual growth. In response to RQ2, Generation Zers pay more attention to the demands of the workplace to adapt to these changes. They pursue clear and defined career paths, are inclined to learn from the experiences of their predecessors, and avoid wasting time on meaningless tasks. They place great emphasis on personal development and learning new skills. Developing their strengths and continuously maintaining competitiveness are their strategies. Therefore, sometimes, they neglect the importance of work-life balance, which may affect their physical and mental health and the pursuit of the true value of life. In response to RQ3, the work values and preferences of Generation Zers in China have evolved due to cultural shifts, technological advancements, globalization, and the nowadays country's economic situation. Generation value the job stability, a balance between their professional and personal lives, and personal career prospect. They also desire opportunities for continuous learning and professional development, and they seek roles where they can grow and acquire new skills. Meaningful work that aligns with their personal values and passions is particularly important to them. Being digital natives, they expect workplaces to use modern technology to help them work more efficiently, rather than exploit them.

Due to the small sample size and time constraints of this study, the conclusions drawn from this study may significantly deviate from the actual situation. It is recommended that future researchers expand the sample size, increase the number of interview questions, and strive to understand the work experiences of Generation Zers in China from more diverse and updated perspectives.

CONCLUSION

This study revealed that China's Generation Zers place a significant emphasis on work-life balance, seeking workplaces that allow for personal growth and flexibility. They also face challenges stemming from family expectations, rapid technological changes, and financial burdens. I adopted a qualitative analysis method to conduct semi-structured interviews on three samples and coded the transcripts. Then, I identified the frequency of the codes I was interested in. Finally, I imported the codes into NVivo 20 to generate a Word Cloud to identify high-frequency words. All these efforts were made to better understand the work experiences of China's Generation Zers. While most of the research results are consistent with the initial assumptions, that is, Generation Zers have a better educational background, are more open to new ideas, have a superior grasp of technology, and are less willing to accept undesirable cultures in the Chinese workplace, but there were some unexpected findings. Although China's Generation Zers exhibit many similarities with their peers in most

countries worldwide, they also have distinct characteristics. Imbalance between work and life is quite common among them, and they have demonstrated a strong tolerance towards this. Chinese Generation Zers are more risk-averse, preferring stable jobs and clear career development paths. This may be related to them being only children of their families, bearing more family expectations and societal pressures.

RECOMMENDATION

1. For researchers and scholars, they can continue to use qualitative research methods, design more sophisticated interviews, and expand the sample size. This can yield more research results.
2. For employers, they could offer a more humane corporate culture, increase leisure time for employees, and enhance training in knowledge and skills to ensure employees achieve a work-life balance and personal growth. This not only increases efficiency in their roles but also improves job satisfaction and loyalty to their work.
3. For educators, they could pay more attention to the employment prospects of Generation Zers, and take the initiative to connect with businesses, then they could engage in university-industry collaborations, and increase internship work experiences for Generation Zers.
4. For Policymakers, they could establish more policies to ensure a fair employment environment for Generation Zers, protect the legitimate rights and interests of employees, introduce policies to restrict employers from arbitrarily exploiting employees, increase social welfare to decrease Generation Zers' concerns for the future.
5. For Generation Zers, they could learn more work skills, pursue higher academic qualifications, place greater emphasis on the balance between life and work, and set detailed plans for their future career development. They can play their strengths in the workplace, find ways to integrate into the work environment, and lead the emergence of a new, healthier work culture.non-working hours are often blurred. Due to the development of various mobile apps, many communicating apps have various work groups. Employees are required to join these work groups and respond to work messages at any time (Tian, 2020).

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