



Factors Influencing Indonesian Generation Z in Choosing Job: Twitter Analytics Studies

Submitted Date:
12 February 2024

Accepted Date:
09 March 2024

Published Date:
31 May 2024

Adrian Wijanarko

Universitas Paramadina, Indonesia
adrian.wijanarko@paramadina.ac.id

Revalina

Universitas Paramadina, Indonesia
revalina@students.paramadina.ac.id

Annisa Sekarkinasih

Universitas Paramadina, Indonesia
annisa.sekarkinasih@students.paramadina.ac.id

*Corresponding Author.

How to cite:

Wijanarko, A. Revalina. Sekarkinasih, A. 2024. Factors Influencing Indonesian Generation Z in Choosing Job: Twitter Analytics Studies. *Jurnal Bisnis dan Manajemen*, Vol. 11 Iss 1 pp.127-136.

Abstract:

Generation Z is the generation born between early 2000 and mid-2010. Currently, this generation group has entered the job market and will control it for the foreseeable future. Finding workers from generation Z is a crucial step in ensuring the organization's sustainability. As a result, this study looks at the aspects that Generation Z considers while making a job decision. In contrast to earlier studies, this one makes use of big data analysis with interview to explain reason. The main source of data is conversational data from social media Twitter. Participants in this study ranged in age from 19 to 25. During the 15 days of data collection, a total of 10,531 conversations were collected with the majority of which came from the island of Java. According to the study's findings, 62% of generation Z respondents sought that recognition was important to them when seeking for a job. With a conversation percentage of 26%, work environment are the second most sought-after component in the workplace. Meanwhile, the factors of flexibility, independence and transparency have a value of less than 10% of the total conversation on social media known as Twitter.

Keywords: Autonomy; Generation Z; Twitter Analytics; Transparency; Workplace.

Introduction

Organizations nowadays must embrace Generation Z-friendly management practices. In the coming years, organizations workforces will be dominated by Generation Z, which is already entering the labor force. The total population of Indonesia from Generation Z is presently 71,509,082 people, according to data from the Indonesian Badan Pusat Statistik (2023). According to the data, Generation Z is currently Indonesia's largest generational group. For generation Z to function effectively and have a positive impact on the organization, organizations need to manage these group's needs. Generation Z differs from earlier generations like the Millennial Generation or Generation X since it was created and raised in a technologically advanced environment. Technology dependence, individualism, dislike of boundaries, urgency to complete tasks, and entrepreneurial energy are all traits of Generation Z (Hutano et al. 2020). Each generation experienced different values, beliefs, and attitudes in its environment. External values that were prevalent in the community in the early 1990s will undoubtedly differ from those in 2000. The generational group within the millennial generation, those born in 1990, will view things differently than Generation Z, those born in 2000. The generation group in the millennial generation, which includes those born in 1990, will view things differently from Generation Z, which was born in 2000. Apart from that, there are other aspects of generation Z's exposure to and adaption to technology that set it apart from earlier generations.

The development of computer and internet technology that is accessible to all will alter how people think. Nevertheless, it cannot be assumed that everyone in the same generation have the same characteristics.

The relationship between age groups and workplace behavior has been widely studied before. Several studies have shown that there are differences in behavior between age groups in the workplace (Mahoud et al, 2023; Congying & Dong-tao, 2012; Zaza & Armstrong, 2018). Generation Z values and beliefs need to be followed by adjusting to organizational values and beliefs as well. Not only that, organizations also need to implement company policies that are friendly to generation Z. The generation Z group is now beginning to enter the world of work, which means that this group will dominate in every organization. This of course has an impact on almost all company policies in managing human resources, starting from employee recruitment, salary, and bonus to policies in managing work. Organizations need to adapt the needs of each generation, especially the needs of generation Z. If these needs are not met, the organization may experience problems with productivity, loyalty, and employee succession as well as workplace misunderstandings that may eventually lead to conflict between coworkers and a loss of company talent (Dutta & Mishra, 2021; Halim et al, 2021; Rafiki & Hartijasti, 2021). The organization's entire objectives and strategy will be significantly impacted by this human resource's feature. On the other hand, human resources capital that can become a company's leverage in competition with competitors. One of the advantages of the human resources aspect is that it will produce innovation that will encourage organizational profitability (Elidemir et al, 2020; Vandavasi et al, 2019; Afsar, Masood & Umrani, 2019). This means organization need to manage generation Z need properly. The labor search process or the hiring process is an important part of the organization. If the employees who enter this process are not right, it will have a negative impact on the organization. These impacts range from a decrease in employee motivation to a loss in the form of profitability. Therefore, the hiring process needs to be done accordingly. The hiring process is also seen as part of company sustainability. If the hiring process is carried out properly, new hires can replace employee who have reached retirement age or left their jobs due to job changes.

Several previous studies in Indonesia revealed the behavior of Generation Z at work. Research conducted by Sali (2023) who distributed questionnaires to 359 respondents aged 18-25 years revealed that the 3 biggest factors for generation Z in finding a workplace are stability, extrinsic rewards and intrinsic rewards. Waworuntu et al. (2022) also conducted study on Indonesia's generation Z through a review of the literature that included both English- and Indonesian-language materials. According to the study's findings, generation Z places a higher priority on a supportive work environment and a work-life balance.

Theoretical Review of Literature

Generation Z is a generation that was born and grew up in a technological advancement. The ease of access to the internet, mobile devices, and social media has an impact on how Generation Z thinks and behaves. Age grouping is a form of grouping commonly used in social sciences. In economics and management, age groupings can be used to make decisions on economic and business activities, such as policy makers, managers, and others. This age grouping used because there are different experiences between age groups so that it will affect the value of that age group. One of the consequences of the global economic crisis that began in the United States in 2008 and continues today was an occurrence that caused stress over job security in the Z generation age group. In addition, Generation Z is increasingly concerned about the security of the natural world due to environmental challenges that are covered in the media. In management science, age grouping can be used in the implementation of marketing and human resource strategies. Age groups can be used to determine marketing techniques, such as market segmentation, target customer communication habits, and the location of the product or service's sale. While age grouping is used in the human resource management strategy to identify the communication and leadership styles that should be used with this age group as well as employee expectations at work, incentive, and remuneration.

Transparency or openness in the workplace is a factor sought by generation Z. Generation Z really prioritizes the application of ethics in the world of work (Leslie et al, 2021). Workplaces that do not apply ethics tend to be unattractive to generation Z. This is due to generation Z's close engagement with technology that facilitates knowledge dissemination. Generation Z is already aware of the social issues that exist in their surroundings, such as gender equality issues, environmental issues, and others. Therefore, it is very important for generation Z to be able to work in an environment that prioritizes ethics in the workplace.

More open communication of company principles is required with Generation Z personnel. The closeness of the company's vision, goal, and values is crucial for Generation Z in terms of seeking employment. This form of transparency needs to be implemented in all forms of organizational activity. Forms of open communication both

by utilizing various media and with support from superiors/supervisors/managers. Transparency that is just declared but not actually put into practise won't result in the best results. Bosses in the Generation Z need to be able to foster an environment where information can flow freely within the team (Hutano et al., 2020).

According to earlier study, implementing transparency at work also helps to lower turnover among members of generation Z. Openness in the form of open communication, feedback or open conversations will result in transparency which has an impact on retention and work motivation of Generation Z employees. (Racolta-Paina & Iriani, 2021). According to research by Gaidhani et al. (2019), generation Z employees require consistent feedback. High autonomy can also be understood as form of independence that Generation Z places a high value on. Autonomy can be interpreted as high freedom. Generation Z really likes the freedom that is given to them, especially at work (Lee et al, 2021). Generation Z has also learned from the pandemic that the freedom granted to them does not restrict itself but rather creates room for development. Generation Z likes the trial-and-error method. This generation can complete the task at hand if you give them with freedom and time that available.

Generation Z believes they no longer need time and set work hours to complete their tasks because technology now makes it feasible to work from anyplace. The pandemic brought about a turning point in the utilization of this technology by enabling people to operate remotely using video conferencing and other gadget necessary. Flexibility is a factor that generation Z looks for in work (Lee et al, 2021; Leslie et al, 2021; Stankiewicz-Mróz, 2020). This workplace flexibility element promotes generation Z ideals including work-life balance, workplace freedom, keeping linked to the global community, and attempting new things to improve life experiences (Basid & Atmaja, 2022; Adedeji et al, 2023; Nadya & Farozin, 2021). Having a healthy balance between work and personal time is highly valued by Generation Z. Apart from that, they also realize that they also need a place to develop. A balanced profession will therefore enable generation Z to find a grow optimally.

An expression of appreciation for specific work performed at work is known as recognition. Instant pleasure is popular among people in the Z generation. This is because in the setting in which kids are raised, rewards are frequently offered by both parents and teachers for good work that have done. Therefore, organization need to change their recognition system. In the past, only employees who performed exceptionally well at work received incentives. Because it will inspire workers. But this generation Z saw it differently. Generation Z is in desperate need of awards and recognition (Baldonado, 2018; Guttman & Marianne, 2020; Leslie et al, 2021; Kupczyk et al, 2021; Rafiki & Hartijasti, 2021). Rewards for generation Z can take various forms. Starting from salary, bonuses, allowances, and others. The rewards sought by generation Z can also be linked to validation for the work they do. Generation Z's value of independence means that they like work with a high level of autonomy with trial and error. So, reward is a form of validation for the work they do. If this generation gets rewards, it will encourage their confidence in creating more innovation and problem solving with the autonomy they are given.

Generation Z places a high priority on mental health issues. They are beginning to learn about and apply mental health issues in their daily lives thanks to social media. Workplace environments have an impact on Generation Z employees' mental health. When generation Z is in a comfortable environment, this will certainly affect their work performance. A Comfortable workplace is crucial for organization (Baldonado, 2018; Hutano et al, 2020; Leslie et al, 2021; Mahmoud et al, 2023; Rafiki & Hartijasti, 2021).

Method

This research uses Twitter Analytics Study to understand and find the motivation of respondents to find a place of work. The data analysed in this research comes from social media, especially Twitter media or what is currently known as 'X'. Respondents in this research are Generation Z, who are in the age range of 19-25 years. The period for data collecting was 15 days ranging from July 13 to July 27, 2023. The decision to use social media 'X' was taken because it is well known that generation Z enjoys sharing their ideas on this platform. Therefore, in this study, these factors were adapted and given keywords that described these factors in conversations on social media. Keywords are used to identify factors that are discussed in conversations on social media 'X'.

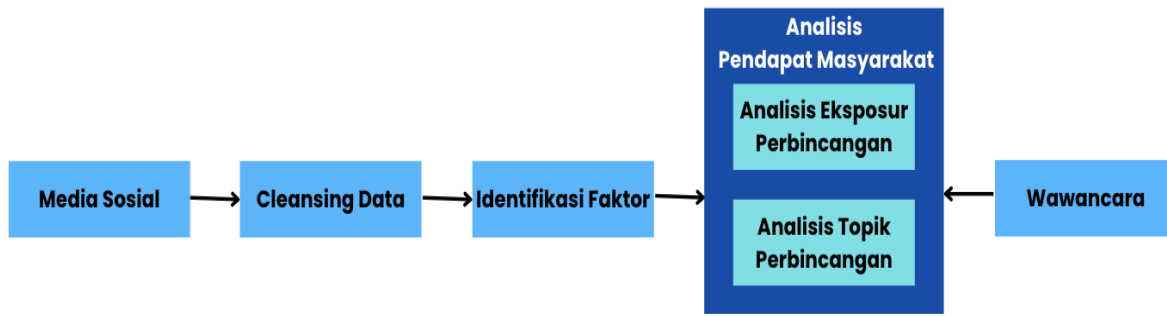


Figure 1. Research design.

Figure 1 shows the steps of the Twitter Analytics research conducted for this study. Researchers started by selecting conversation from social media platform 'X'. Research isolates conversation that does not relate in work-related issues and the workplace environment. The next stage is to identify factors. The identification of factors was taken from the research of Singh & Dangmei (2016) which stated that the factors chosen in finding a workplace by generation Z were transparency, independence, flexibility, recognition, and work environment. After the identification stage, the final data can be analysed to find out the opinions of respondents regarding the topics that have been determined. To strengthen the discussion exposure analysis and discussion topic analysis, the researcher conducted interviews. Interviews were conducted with 10 respondents from generation Z. All interview respondents were selected from only from generation Z.

Table 1. Factors identification

Factors	Keyword in Bahasa
Transparency	"Transparansi", "Komunikatif", "Koordinasi", "Feedback"
Independence	"Ngelepas", "Improve", "Atasan Pengertian", "Tuntutan"
Flexibility	"WFH", "WFO", "Remote", "WFA", "Work From", "Flexible", "Hybrid"
Recognition	"Pengakuan", "Gaji", "UMR", "Apresiasi"
Work environment	"Rekan", "Nyaman", "Fasilitas", "Toxic", "Semaunya"

The conversation exposure and conversation themes are the subjects of this study. In analyzing the percentage of conversation exposure, the data analysed is how many factors appear in conversations in the media. This means that the higher the number of conversations about one of the factors, the greater the exposure. This index compares one factor with other factors that appear on social media. The total exposure to transparency factors in the workplace, for example, will be compared with the total of the five factors, namely transparency, independence, flexibility, recognition, and work environment. Therefore, if the index value is larger, it indicates that respondents believe the more significant aspects to be more relevant and that this element is being discussed more frequently on social media.

Results and Discussion

Over 10,531 chats on social media platform 'X' was recorded over the course of 15 days, from July 13 to July 27, 2023, to collect data. At least 10,012 'X' social media accounts were collected, and the majority of conversations came from Java, namely 78%. Table 2 shows the exposure analysis of research conversations. The table states that the 'Recognition' factor has the largest value with a value of 0.62. While the second largest value is the 'Work

Environmental' factor with a value of 0.26. The third largest value is the 'Flexibility' factor with a value of 0.09. While in fourth and fifth places are the factors of 'Independence' and 'Transparency' with values of 0.02 and 0.01.

Table 2. Conversation exposure analysis

Factors	Index value
Recognition	0.62 (62%)
Work environment	0.26 (26%)
Flexibility	0.09 (9%)
Independence	0.2 (2%)
Transparency	0.1 (1%)

The 'Recognition' factor is the biggest factor according to respondents in choosing a job. This demonstrates that the respondents' perception of compensation as a factor in job search is generally importance. According to research by Guttman & Uy (2020), generation Z will seek for positions with strong financial security. This study supports their findings. This happens because they grow up in uncertain situations, such as economic recession resulting to job losses, soaring house prices, rising food and transportation costs, and high educational costs and educational debt that must be borne by generation Z.

Research conducted by Kupczyk et al (2021) also states that generation Z also wants jobs with high levels of remuneration. Even though Generation Z has no prior work experience, research indicates that one-third of respondents seek a pay that is higher than the average level of employee salary. The research indicates respondent education level have a correlation with desired salary. It means the higher education level of individual from generation Z, the higher desired salary. Apart from that, other studies also support that generation Z also asks for unrealistic compensation (Racolta-Paina & Irini, 2021).

There are various reasons why generation Z chose the recognition factor they did. Researchers conducted interviews to learn about reasons. According to respondents first factor has to do with family obligations. The average family size in Indonesia is 3.9 persons (Badan Pusat Statistik, 2020). The parents in the family have responsibilities to provide for their family's necessities as the head of the home. If a person has completed high education, they will be expected to look for employment to support the needs of the rest of the family. Thus, it puts pressure on the family member to find a job that pay well. In addition, for the second reason, respondents claimed that generation Z looked for employment with good recognition because they want financially independent. With financial independence, generation Z can explore the things they like, like going to concerts, purchasing cosmetics, travelling, and even investing in stocks, mutual funds, and other financial instruments.

Table 3. Discussion topic on recognition factor

Conversation	Index value
Want to be a quality workforce so that they are paid high.	26.1%
It's preferable to receive a bonus rather than just acknowledge for doing hard effort.	21.4%

Conversation	Index value
Protesting for a late paycheck.	13.7%
Want a big salary.	8.3%
Regarding salary deductions in employment contracts.	8.1%
Salary must be able to support a decent life	6.1%
The most crucial of job vacancies is the nominal salary	5.6%
Feeling that the current salary is still not enough	4.4%
Fake job postings in overseas countries offering lucrative salaries	4.4%
Want a high salary but don't have the skills	1.8%

After conducting an in-depth investigation using conversation topic analysis, the researcher discovered that the respondents discussed the discussion topic of the recognition factor which was divided into several parts. The first is salary which is the basic remuneration for someone working. Discussions related to salary were captured by 52.3%. Discussions related to 'Want to be a quality workforce so that they are paid high' with 26.1%. Discussions related to salary were also captured in the conversation 'Want a big salary' at work at 8.3%. Salary discussions were also captured in the discussion 'Salary must be able to support a decent life' at 6.1%. The discussion regarding 'The most crucial thing about job vacancies is the nominal salary' was discussed at 5.6%. And the next discussion regarding salary was 'Feeling that the current salary is not enough' at 4.4%. Meanwhile, the last discussion was related to 'Want a high salary but don't have the skills' at 1.8%.

The second part is a discussion concerning security at work. In the recognition factor, the conversation data that discusses security at work is discussed by 26.2%. Discussions related to 'Protesting for a late paycheck' were captured in the conversation by 13.7%. While the talk of 'Regarding salary deductions in employment contracts' was captured by 8.1%. Related to the discussion 'Fake job postings in overseas countries offering lucrative salaries' amounting to 4.4%. Meanwhile, the last part was a discussion related to the bonus scheme. Conversations related to bonuses were discussed as much as 21.4% of the total conversations. Generation Z aspires to be recognized in a variety of ways, from bonuses to trips to simply having dinner with the team. All sorts of praise are greatly appreciated by Generation Z. This is so that the younger generation entering the workforce understands acknowledgment as a sort of gratitude for actions they perceive as new. As a result, organizations are strongly urged to redesign their recognition program. However, considering that generation Z is still in the growing stage, long-term forms of appreciation like pension funds are not advised. According to the respondents, study benefit would be the best type of acknowledgment for them. Organizations can reward employees with funding to advance their knowledge and abilities. Study benefit might take the shape of money provided by the company to send members of the generation Z to post-graduate or bootcamps.

This level of high recognition is also a result of the numerous workplace and candidate fraud incidents. The application fee requirement for jobs and unclear job postings are two examples of how this low standard of ethics is put into practice. Late payments and work that does not fit the job description supplied are examples of unethical workplace behavior. Therefore, among the numerous types of immoral behaviors that exist in their surroundings, a decent form of recognition at work is an ideal form for generation Z. The 'job environment' factor is the most discussed factor in the second largest 'X' social media. The findings of this study concur with those of Gaidhani et al. (2019), who found that maintaining personal connections with employees is essential to creating a work environment that appeals to generation Z. In this scenario, developing personal connections is a means of fostering connections that will help generation Z workers feel at ease at the workplace.

The researcher observes that there are two elements to the conversation that is currently taking place over the work environment factor. Comfy working conditions make up the first section. This workplace comprises of coworkers, superiors, and a general atmosphere of work. It is estimated that 84.5% of all conversations in the work environment factor area were about creating a comfortable work environment. Conversation related to how to find 'Find a career with little stress so you may be at ease and comfortable' by 40.2%. While the conversation related to 'Find a non-toxic work environment' consisted of 12.1%. The related conversation 'Doesn't get along with coworkers' has a value of 11.6%. The use of the word toxic also often appears twice, namely on 'Want to resign because of a toxic work environment' by 11.1% and 'Don't be a toxic co-worker' by 9.5%.

Interviews were performed to learn more about the reasons behind Generation Z's decisions about the working conditions of the job they are interested in. The working environment, according to the respondents, affects employee enthusiasm. The reason is that generation Z joined a new environment in the workplace when they had just graduated from college. Therefore, generation Z wants a conducive environment because this environment will increase motivation to learn and work in a new environment. This conducive environment is defined in the form of relationships between employees, relationships with superiors and is related to adequate facilities. Good relationships between employees will create a dynamic work environment. On the other hand, Generation Z does not expect a work environment to have top-notch tools and facilities for working as long as the workplace has facilities to support employees to work.

Table 4. Discussion topic on work environment factor

Conversation	Index value
Find a job with little stress so you may be at ease and comfortable.	40.2%
Adequate facilities are required to support work.	15.2%
Find a non-toxic work environment.	12.1%
Does not get along with co-workers.	11.6%
Want to resign because of a toxic work environment.	11.1%
Don't be a toxic co-worker.	9.5%

The flexibility factor value only 0.9. After the Covid pandemic, generation Z saw that some types of job do not require coming to work. However, data show that generation Z does not place much value on workplace flexibility. According to respondents, working from home has several drawbacks, including poor working conditions at home and difficulty coordinating with coworkers. However, generation Z still believes in hybrid work, which involves working some days at home and some days at work.

Generation Z needs flexibility to provide room for growth. The respondents said that even though they had recently started working, they still lacked the necessary expertise or skills to do so. Generation Z want some flexibility between their hectic job. Generation Z will be looking for self-development program to improve their skill for example taking certification, training via the internet or bootcamp. Meanwhile, independence factor has a value of only 0.2. Independence is a key quality for Generation Z employees to possess in the job. Respondents value independence by giving them the chance to attempt new things and by giving them feedback on their work. The members of Generation Z also enjoy having their voices heard. Therefore, superiors should consider generation Z's viewpoints when delivering instructions. This generation group places a great emphasis on this kind of communication. The independence component is not, however, viewed as an absolute condition by generation Z.

Generation Z may search for employment elsewhere if the current employer does not provide the factor of independence because this generation still has a long career path. The transparency factor is also affected by this. Even though it is seen to be vital to have, this is not an absolute criterion because generation Z workers may quit their jobs if they do not meet this requirement.

Table 5. Total keyword to exposure

Factors	Number of keywords	Exposure of conversation
Recognition	5	5762
Work environment	5	2420
Flexibility	7	806
Independence	5	198
Transparency	4	139

Table 5 demonstrates that there is no correlation between the number of keywords and the total number of exposures recorded for this investigation. In terms of the transparency factor with using 5 keywords generated 5,762 conversations on social media platform 'X'. While the flexibility factor only generates 806 talks while having 7 keywords. It is concluded that the quantity of conversations on each factor does not depend on the number of keywords used.

Conclusion

This research produces several interesting discussions for discussion. The first is that in the generation Z age group in Indonesia, the recognition factor is the biggest consideration in looking for work. This research is in line with research conducted by Guttman & Ullly (2020), Kupczyk et al (2021) and Racolta-Paina & Irimi (2021). There are various reasons why generation Z chose the recognition factor they did. one factor has to do with family obligations. If a person has completed high education, they will be expected to look for employment to support the needs of the rest of the family. Thus, it puts pressure on the family member to find a job that pay well. second reason, generation Z looked for job with good recognition because they to independent financially. Job environment is the second biggest factor for generation Z. Generation Z wants to be in a work environment where they are comfortable. This will influence their motivation to work. Because they have just finished studying at university, they want an environment that is not much different from that environment where they feel comfortable, free to express themselves and have their voices heard. This research concludes that organizations need to prepare fundamental changes if they want to become Generation Z's preferred place to work. These modifications begin with the way businesses use internal branding to convey the ideals that generation Z values. Not only forms of external communication, but changes to company policy must also be made. Policies related to remuneration, ways of working, work culture and communication patterns within the company. Fundamental changes regarding work itself require companies to carry out job analysis to re-identify job descriptions and required employee qualifications.

Reference

Adedeji, Adekunle., Langel, Carlotta., Feick, Amelie., Greibaum, Martha-Sofia., Rahimi, Maryam., & Hanft-Robert, Saskia. (2023). Work-life balance and mental health outcomes for Generation Z in Germany. *J Occup Environ Med*, doi: 10.1097/JOM.0000000000002934.

Afsar, Bilal., Masood, Mariam., & Umrani, Waheed. (2019). The Role of Job Crafting and Knowledge Sharing on the Effect of Transformational Leadership on Innovative Work Behavior. *Personal Review Vol. 48 No. 5 Pp 1186-1208.*

- Badan Pusat Statistik. (2020). Households and Average Number of Household Members by Province, 2019. Diambil dari https://www.bps.go.id/indikator/indikator/view_data_pub/0000/api_pub/bmc3eIVuWGROc3JRL3RPQTBru2dadz09/da_03/1.
- Badan Pusat Statistik. (2023). Jumlah dan Distribusi Penduduk. Diambil dari <https://sensus.bps.go.id/main/index/sp2020#:~:text=Jumlah%20penduduk%20Indonesia%20pada%20tahun,133.542.018%20untuk%20penduduk%20perempuan>.
- Baldonado, Arthur. (2018). Leadership and Gen Z: Motivating Gen Z Workers and Their Impact to the Future. *International Journal of Managerial Studies and Research (IJMSR)* Volume 6, Issue 1, January 2018, PP 56-60.
- Basid, Rezqi., & Atmaja, Jaka Trisetia. (2022). The Effect of Generation Z Workforce Characteristics on The Gig Economy with Work Life Integration as a Mediator. *Proceedings of the 1st International Conference on Contemporary Risk Studies, ICONIC-RS 2022*.
- Congying, Wang., & Dongtao, Yang. (2012). An Empirical Study on Moderating Effects of Generational Differences of Jiangsu Workers on Relationship of Workplace Fun and Individual Performance. *Chinese Journal of Management* Vol 9 No 12.
- Dutta, D., & Mishra, S.K. (2021). Predictors of applicant attraction among Gen-X and millennials: evidence from an emerging economy. *International Journal of Manpower*, Vol. 42 No. 8, pp. 1479-1499. <https://doi.org/10.1108/IJM-04-2020-0169>.
- Elidemir, Servet., Ozturen, Ali., & Bayighomong, Steven. (2020). Innovative Behaviours, Employee Creativity, and Sustainable Competitive Advantage: A Moderated Mediation. *Journal Sustainability* 12, 3295.
- Gaidhani, Shilpa., Arora, Lokesh., & Sharma, Bhuvanesh. 2019. Understanding the Attitude of Generation Z towards Workplace. *International Journal of Management, Technology and Engineering* Volume IX, Issue I.
- Guttman, Jenny, & Uy, Marianne. (2020). How does Gen Z Evaluate Compensation Packages and How is it Different from Prior Generations?. IRL Student Work Cornell University.
- Halim, Fatimah Wati., Aziz, Siti Fardaniah., & Inn, Goh Xin. (2021). Comparing Demanded Work Values, and the Relationship between Work Values Congruence and Organizational Commitment between the Gen-X and Gen-Y Employees in Klang Valley, Malaysia. *International Journal of Academic Research in Accounting, Finance and Management Sciences*.
- Hutanu, Alexandra., Berteau, Patricea-Elena., & Iftode, Dumitrita. (2020). Generation Z Is Going to Work. What are its Expectations?. *International Conference the Future of Education*.
- Irawanto, Dodi Irawan., & Novianti, Khusnul Rofida. (2021). Entrepreneurship education in higher education: optimizing innovative behaviour of z generation. *Indonesian Journal of Business and Entrepreneurship (IJBE)*, 7(1), 11. <https://doi.org/10.17358/ijbe.7.1.11>
- Lee, Christopher., Aravamudhan, Varshini., Roback, Tiffanie., Lim, Hyoun Sook., & Ruane, Sinead. (2021). Factors Impacting Work Engagement of Gen Z Employees: A Regression Analysis. *Journal of Leadership, Accountability and Ethics* 18(3). <https://doi.org/10.33423/jlae.v18i3.4414>
- Leslie, Braedon., Anderson, Claire., Bickham, Cole., Horman, Julia., Overly, Audrey., Gentry, Claire., Callahan, Clark., & King, Jesse. (2021). Generation Z Perception of a Positive Workplace Environment. *Employee Responsibilities and Right Journal*. <https://doi.org/10.1007/s10672-021-09366-2>.
- Mahmoud, Ali., Berman, Alexander., Reisel, William., Fuxman, Leonora., & Hack-Polay, Dieu. (2023). Examining generational differences as a moderator of extreme-context perception and its impact on work alienation organizational outcomes: Implications for the workplace and remote work transformation. *Scand J Psychol*. doi: 10.1111/sjop.12955.
- Nadya, Aisha., & Farozin, Muh. (2021). Career guidance conceptualization to improve career adaptability for generation z. *Journal of Professionals in Guidance and Counseling*, 2 (1), 2021, 20-26.
- Kupczyk, Teresa., Rupa, Piotr., Gross-Golacka, Elwira., Urbańska, Kamila., & Parkitna, Agnieszka. (2021). Expectations and Requirements of Generation Z towards Salary. *European Research Studies Journal* Volume XXIV, Issue 4.
- Setiawati, N. A., Syam Nst, F., & Zahara, R. (2022). Application Of The Market Day Based Entrepreneurship Learning Model In Building Generation Entrepreneurs. *Journal Of Education And Teaching Learning (JETL)*, 4(1), 38-48. <https://doi.org/10.51178/jetl.v4i1.432>.

- Singh, A.P., & Dangmei, Jianguanglung. 2016. Understanding the Generation Z: The Future Workforce. *South-Asian Journal of Multidisciplinary Studies*, 3(3) ISSN:2349-7858: SJIF:2.246.
- Stankiewicz-Mróz, Anna. (2020). Perception of the Work Flexibility among Students as Representatives of the Generation Z and Employers from the SME sector. *Zarządzanie Zasobami Ludzkimi* ISSN: 1641-874.
- Racolta-Paina, Nicoleta Dorina., & Irini, Radu Dan. (2021). Generation Z in the Workplace through the Lenses of Human Resource Professionals – A Qualitative Study. *Quality Access to Success*, Vol 22, No 183.
- Rafiki, Muhammad., & Hartijasti, Yanki. (2021). Generational Differences in Dimensions of Work Values of Indonesian Permanent Employees. *Proceedings of the 7th Sriwijaya Economics, Accounting, and Business Conference (SEABC 2021)*
- Vandavasi, Rama., McConville, David., Uen, Jin-Feng., & Yepuru, Prasanthi. (2019). Knowledge Sharing, Shared Leadership and Innovative Behaviour: A Cross-Level Analysis. *International Journal of Manpower* Emerald Publishing Limited 0143-7720, DOI 10.1108/IJM-04-2019-0180.
- Zaza, Ibtissam., & Armstrong, Deborah. (2018). A Look on the Generational Differences in IT Self-Service Engagement. *Twenty-fourth Americas Conference on Information Systems*, New Orleans, 2018.