

THE GENERATION Z PHENOMENON AND ITS IMPLICATIONS IN THE WORKFORCE

Lina Dameria Siregar^{1*}, Wita Farla WK², Siti Herlinda³

¹Doctoral Program, Management Department, Faculty of Economics, Universitas Sriwijaya, South Sumatera, Indonesia, ²Management Department, Faculty of Economics, Universitas Sriwijaya, South Sumatera, Indonesia, ³Plant Protection Department, Faculty of Agriculture, Universitas Sriwijaya, South Sumatera, Indonesia

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ABSTRACT

Organizations around the world are currently facing a business environment that is experiencing VUCA (volatile, uncertain, complex and ambiguous). The proportion of Generation Z is the proportion of the "largest" generation in the demographics of the Indonesian workforce, namely 27.94 percent of the total population compared to the Millennial generation which is only 25.87 percent. This research identifies the characteristics of Gen Z and their expectations of work and employers, as well as human resource management adaptation trends and practices. The aim of this research is to determine the influence of factors that attract Generation Z workers and their impact on Generation Z's intentions in deciding to apply for a job. This research uses multiple linear regression analysis techniques. The sample in this research is working people whose year of birth is Generation Z (1995-2010) as many as 200 sample respondents. This research used SPSS as analytical tools. The research results show that the work environment, compensation, organizational support, and career development opportunities have a positive and significant effect on the performance of generation Z.

E-mail:
linadameria@fe.unsri.ac.id

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1. INTRODUCTION

The phenomenon of changing demographics of the workforce (workforce) in organizations is one of the biggest issues in the development of human resource management in the world [1]. This issue has become the biggest concern of any organizations on how to manage "the people" of the organization. The four different generations in the workforce are baby boomers generations, generation X, generation Y or millennial, and generation Z. Currently, the youngest generation in the workforce is generation Z. Generation Z is the term for the generation born in 1995-2010 [2] or often called the post-millennial generation. The results of the 2020 Population Census by the Central Statistics Agency (BPS) show that of the 270.20 million Indonesian population, the majority of Indonesia's population is dominated by Generation Z (born in 1997-2012) and the Millennial Generation (born in 1981-1996). The proportion of Generation Z is the largest generation proportion in the demographics of the Indonesian workforce, namely 27.94 percent of the total population compared to the Millennial Generation which is only 25.87 percent. These two generations are of productive age which can provide opportunities to accelerate economic growth [18].

Generation Z are individuals who were born and grew up surrounded by rapid technological developments [3]. Each generation has different characteristics influenced by differences in social and economic conditions, different values, ambitions and working styles [4]. One of the main factors that differentiates generation Z from previous generations is the mastery of information and technology which has become part of generation Z's life, which then influences the values, views and life goals of generation Z [5]. Generational differences in the work environment are not impossible gap which has the potential to become a problem in that environment. Many events miss communication or misunderstandings occur in the work environment [6]. Gap or it is not impossible that the gap created will lead to disharmony at work, especially for teamwork, it can even have implications for organizational performance [7].

Competition in the business world between companies means that companies must concentrate on a series of processes or activities to create products and services that are related to employee performance [8]. Efforts to understand the existence of each generation need to be made because the

success of an organization depends on the organization's ability to prevent problems that arise due to the different characteristics of workers from different generations [9]. Every company must also have an attraction to attract the interest of prospective employees. The attractiveness of a company is one of the psychological factors in attracting prospective employees to work at the company. The higher the company's attractiveness, the desire to apply to that company also increases [10].

This research has an urgency to answer the challenges of today's world organizations not only to serve Generations -different groups in this organization can work effectively [11]. By understanding Generation Z's traits and preferences, recruiters will be able to attract and connect with them to prepare them to become future leaders of the company. Without this understanding, companies will have difficulty recruiting and retaining the best Generation Z talent and will also fail to motivate and inspire them which in turn will fail to impact organizational performance [12]. Many studies have been conducted to determine the character and values held by the millennial generation, but there is still little research that discusses Generation Z. This research aims to increase knowledge about Generation Z as employees in the workforce and in the workplace [13] [14]. Therefore, this research will focus on the characteristics of Gen Z and their expectations of work and employers, as well as human resource management adaptation trends and practices that organizations need today.

Literature Review

The work environment is all things or elements that can influence directly or indirectly the organization or company which will have a good or bad impact on employee performance and job satisfaction. The work environment includes physical and non-physical (psychological) work environments, so the work environment is said to be good if employees can make a big contribution to the company, both directly and indirectly in the progress of the Company [13]. Indicators of the work environment are a flexible work environment, an adaptive work environment that adopts technological advances, a work environment that provides a forum for collaboration to support individual freedom. Compensation, namely compensation is what employees receive as compensation for the results of their work [15]. Indicators of compensation are jobs that can provide salaries in accordance with knowledge and skills, salaries and bonuses on the job, and other benefits received.

Organizational support, namely employee perceptions regarding the extent to which the organization values employee contributions and cares about their welfare [16]. Indicators of organizational support are company leaders who act supportively, organizations that provide opportunities for two-way communication and giving feedback, and organizations that support social causes. Career development opportunities viz Career development is the process of increasing individual work abilities achieved in order to achieve the desired career [17]. Work environment indicators are jobs with work status that can guarantee employees' careers, companies that provide training and skill development opportunities.

Conceptual framework

Based on the description above, it can be built research framework as follows:

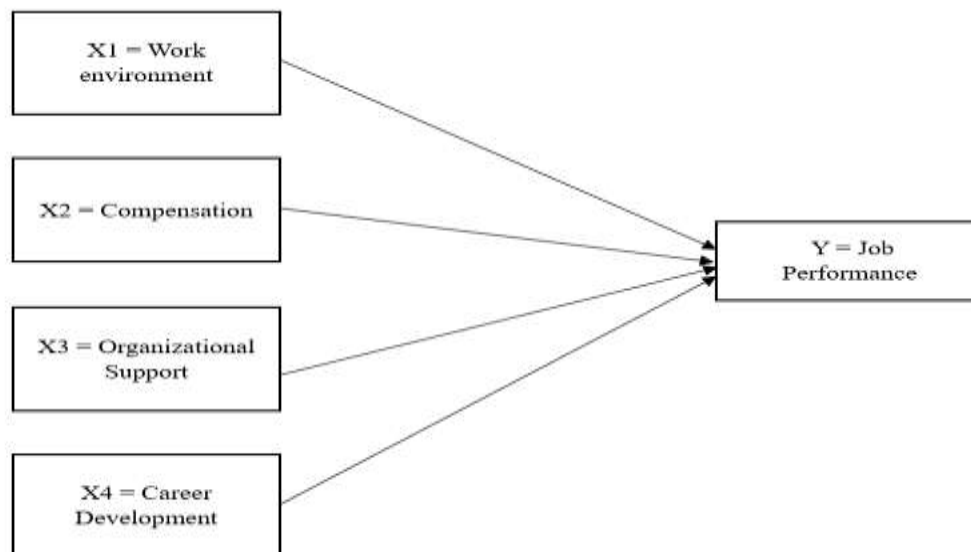


Figure 1. Conceptual framework

Research Hypothesis

Based on the problem formulation and conceptual framework above, the research hypothesis put forward by the researcher is as follows:

1. Work environment has a positive and significant influence on job performance of gen Z.
2. Compensation has a positive and significant influence on job performance of gen Z.
3. Organizational support has a positive and significant job performance of gen Z.
4. Career development opportunities has a positive and significant influence on job performance of gen

2. METHOD

Types of research

This research is quantitative research using a survey method with a questionnaire. The type of data used is primary data with a questionnaire. Before being distributed to respondents, the questionnaire was first tested for suitability using a reliability test and validity test. The statement items in the questionnaire use a Likert scale. The population in this study is working age people whose year of birth is Generation Z (1995-2010). The population in this study is generation Z employees in Palembang, which is estimated to number 2.2 million people (Palembang Central Statistics Agency Census Results, 2020).

The sampling technique used is stratified random sampling. The sample criteria for this research are workers with an age range of 15-25 years. In this research, the number of generation Z in Palembang is not known with certainty and in detail, so to calculate the minimum sample size required using a formula Lemeshow. For the estimation in this study (p) was used as 15%, as well alpha (sampling error) of 5%.

Information:

n = Number of samples

z = z score at 95 % confidence = 1.96

p = estimate (in this study the estimate used was 15%)

d = alpha (0,05) atau sampling error = 5 %

$$n = \frac{Z^2 \times P(1 - P)}{d^2}$$

$$n = \frac{1.96^2 \times 0.15 (1 - 0.15)}{0.05^2}$$

n = 200 respondents

The primary data source is by distributing research questionnaires to respondents or research samples. The secondary data in this study are journal articles, books, website government and website validated data relating to the research conducted.

Operational Definition of Research Variables

To measure the variables in this research, the following operational definitions are used:

1. The work environment is all things or elements that can influence directly or indirectly the organization or company which will have a good or bad impact on employee performance and job satisfaction. The work environment includes physical and non-physical (psychological) work environments, so the work environment is said to be good if employees can make a big contribution to the company, both directly and indirectly in the progress of the Company [13]. Indicators of the work environment are a flexible work environment, an adaptive work environment that adopts technological advances, a work environment that provides a forum for collaboration to support individual freedom.
2. Compensation, namely compensation is what employees receive as compensation for the results of their work [15]. Indicators of compensation are jobs that can provide salaries in accordance with knowledge and skills, salaries and bonuses on the job, and other benefits received.
3. Organizational support, namely employee perceptions regarding the extent to which the organization values employee contributions and cares about their welfare [16]. Indicators of organizational support are company leaders who act supportively, organizations that provide

opportunities for two-way communication and giving feedback, and organizations that support social causes.

4. Career development opportunities viz Career development is the process of increasing individual work abilities achieved in order to achieve the desired career [17]. Work environment indicators are jobs with work status that can guarantee employees' careers, companies that provide training and skill development opportunities.

Measurement Scale

The scale used in this measurement is the Likert scale. To reduce the impact of bias and the occurrence of concentration of data during analysis, the scale used can be seen in the following table:

No	Question	Score
1	Strongly Agree (SS)	1
2	Agree (S)	2
3	Disagree (KS)	3
4	Disagree (TS)	4
5	Strongly Disagree (STS)	5

Data analysis

Data analysis in this research was carried out by descriptively quantitatively analyzing the data obtained from the results of distributing questionnaires. Descriptive analysis was carried out using a Likert scale. The analysis technique used is multiple linear regression analysis. Multiple linear regression analysis is an analysis to measure the magnitude of the influence between two or more independent variables on one dependent variable and predict the dependent variable using the independent variable [18].

3. RESULT AND DISCUSSION

In this research, multiple linear regression is used as analytical techniques as shown below:

Multiple Linear Regression Analysis

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
Model		B	Std. Error	Beta			
1	(Constant)	6.651	3.411			1.390	.166
	Work environment	.814	.123	.391		6.595	.001
	Compensation	.482	.104	.278		4.638	.001
	Organizational Support	.404	.109	.221		3.709	.001
	Career Development Opportunities	.393	.102	.203		2.576	.001

Source: SPSS data processing results, 2023

$$Y = 6.651 + 0,814.X_1 + 0,482.X_2 + 0,404.X_3 + 0,393.X_4 + e$$

Correlation and Determination Coefficient Test

Test Results for Correlation Coefficient and Determination Coefficient

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.527 ^a	.327	.313	5.344	

Source: SPSS data processing results, 2023

From the results of the correlation and determination coefficient tests, it was found that (R^2) was 0.327, which is greater than 0 and close to 1 (table 12). This shows that the independent variable is the work environment variable (X_1), compensation (X_2), organizational support (X_3), career development (X_4), can explain the dependent variable, namely performance (Y) of 52.7% while the remainder ($100\% - 52.7\% = 47.3\%$) is explained by other factors not included in this research such as motivation [19] and leadership style [20].

Hypothesis testing t test results

Variabel Independent	t _{hitung}	t _{tabel}	Sig.	Result
Work environment	6.595	1.971	.001	t _{count} > t _{table}
Compensation	4.683	1.971	.001	t _{count} > t _{table}
Organizational Support	3.709	1.971	.001	t _{count} > t _{table}
Career Development Opportunities	2.576	1.971	.001	t _{count} > t _{table}

Source: SPSS data processing results, 2023

t_{count} work environment variables (X₁), compensation (X₂), organizational support (X₃), career development (X₄), and performance (Y) and t_{value} table is with $\alpha = 5\%$, and the value of df (n-1) = (200-1=199), then (5%;199) is 1.971. Meanwhile, the significance value of α (Sig α) is 0.000, which means that Sig α (0.001) < (0.05). Thus, there is a significant influence of the work environment variable (X₁), compensation (X₂), organizational support (X₃), career development (X₄) on the job performance (Y) of generation Z, meaning that the first, second, third and fourth hypotheses can be accepted.

F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	270.245	4	675.612	23.654	.001 ^b
	Residual	556.964	195	285.622		
	Total	827.209	199			

Source: SPSS data processing results, 2023

F_{count} shows that the work environment variable (X₁), compensation (X₂), organizational support (X₃), career development (X₄) is 675.612 greater than F_{table} 23.65 at a test level of 0.05 and a significance level of $\alpha = 0.000$ means $\alpha < 0.05$. This shows that the work environment variable (X₁), compensation (X₂), organizational support (X₃), career development (X₄) has a simultaneous effect on the job performance (Y) of generation Z.

Discussion

Based on the results of research tests, there is no doubt that each generation has different characteristics. These differences in characteristics are also reflected in the values held by each generation which influence their views on the world of work [21]. This is no exception for generation Z, which is now the largest population in the workforce. Gen Z as digital generation who tend to be freer in expressing themselves and more courageous in facing challenges. From the results of research on 200 respondents who are generation Z, it shows that Gen Z considers several aspects offered by the organization before providing their performance on certain jobs which are based on the results of data processing, namely: work environment, compensation, organizational support, and career development opportunities.

The Influence of the Work Environment on the Performance of Generation Z (X₁)

From the data processing results of this research, it shows that work environmental factors have a positive and significant effect on generation Z's performance at work. Adjusting organizational culture in the work environment can affect employee job satisfaction in a company and increase employee productivity or performance. Gen Z prioritizes a work environment that supports work-life balance and flexible working hours. The results of this study are in line with research by [22] which found that generation Z likes the quality of the workplace and a pleasant work environment, flexible working hours and flexible work. Living in the digital era makes Gen Z easily access technology that allows them to work anytime and anywhere. This led to the term Work Life Balance developed among generation Z and is an important value adhered to by generation Z [23].

This is also in line with the work motivation theory developed by David McClelland, that a person's tendency to apply for a job depends on the need for acceptance by the work environment, as well as the need for supportive social relationships with co-workers. A flexible work environment is manifested in practices related to work schedule flexibility, number of working hours and remote work. A flexible work environment such as flexible time and place, which allows Gen Z to vary the start and finish times of their work, ensures that they get their work done [24]. For Gen Z it is very important to work well and run a personal life as well as work without causing conflict between the two, so the opportunity to have a job and a flexible work schedule is very attractive to Gen Z.

The Influence of Compensation on the Performance of Generation Z (X₂)

From the data processing results of this research, it shows that the compensation variable has a value of 0.482 in influencing the performance of generation Z, which is the second variable after the work environment variable. This is because compensation is a factor that significantly influences employee job satisfaction. The results of this research are in line with research by [9] where as many as 32% of generation Z respondents stated that they were willing to work extra hours to earn a higher income. 54% of them are willing to relocate to another city or country if they are offered a good job opportunity. Gen Z has high trust in skill and their knowledge in using technology, which causes them to expect to receive large compensation from the company they will join. Companies that can meet these expectations will motivate Gen Z to apply for work at that company, in line with Vroom's expectation theory that employee expectations can influence individual motivation [17].

Generation Z (1995 to 2010) are independent people, value existing skills, have a long-term focus, and are hard workers who are willing to learn on their own. Research by [25] aimed to understand Gen Z's expectations regarding compensation practices by current organizations. In this study, a sample of 100 Gen Z management professionals and students were taken from Gujarat. The results of this study show how expectations about compensation change along with changes in the demographics of Gen Z. The results of this study found that Gen Z's highest priority is incentives in the form of compensation, followed by appreciation and recognition [25].

The Influence of Organizational Support on the Performance of Generation Z (X₃)

The results of the multiple linear regression test explain that organizational support has a positive and significant effect on generation Z's performance of 0.404. Generation Z who grew up in the technological era will certainly utilize technology to support interpersonal communication and their work [26]. Generation Z, also known as generation, net-generation, and digital native, describes the younger generation born in the mid-1990s to the end of the 2010s [27]. Generation Z prefers to work under the direction of leaders who are honest and have integrity [28]. This is in line with the concept of company support developed by [29] which consists of 3 components, namely respect for values, the company's willingness to help, and company concern. Locke also expressed deep Equity theory that an employee will feel satisfied if the actual (true) conditions are in accordance with his expectations or desires. The more a person's expectations match the reality they face, the more satisfied that person will be [30].

The Influence of Career Development Opportunities on the Performance of Generation Z (X₄)

The results of the multiple linear regression test explain that career development opportunities have a positive and significant effect on the performance of Generation Z. Career development opportunities are one of the important factors that motivate Gen Z [2] to work in a company that is supported by providing a conducive working atmosphere for prospective employees. in the form of training, learning, and professional development opportunities [31] [32].

Generation Z prefers a workplace that supports them to grow and develop in their career, which is in line with the results of data processing which shows that Gen Z prioritizes companies that offer jobs that provide authority and responsibility for employees [33]. Generation Z chooses career path as an aspect of their consideration in work. This is a sign that generation Z is a very prospective or future-oriented generation [34]. Apart from that, in the statement regarding companies that have good leadership, the answer selected many opportunities for employees to take part in training and self-development opportunities which were most frequently chosen by Generation Z respondents who interpreted work as a process to achieve progress in social position and power in the work environment. Apart from that, generation Z also interprets work as a process that allows individuals to obtain financial benefits and is also something that cannot be separated from their lives. Generation Z characteristics consider passion to be an important thing in work. Generation Z is also a generation that is oriented towards career development [35].

4. CONCLUSION

Based on the findings in this research: work environment, compensation, organization support, and career development opportunities could influence Gen Z's performance at work. The limitation of this research is generation Z which is included in the labor force category and lives in Palembang City. The author hopes that future researchers can add other variables to be able to provide a broader picture and explanation regarding the factors that influence Generation Z's performance at work.

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