

## The Perspectives of Generation Z on the Future Work and Workplace

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### ABSTRACT

The entry of Generation Z into the workforce is fundamentally transforming the job and workplace landscape. The transformation is characterized by a pressing demand for employers and organizations to comprehend and accommodate their distinct values, expectations, and preferences to successfully recruit, engage, and retain the demographic. Therefore, this study aimed to describe the expectations of Generation Z regarding their future job and workplace. The sample population comprised 69 respondents who were subjected to surveys and interviews as the future workforce. The results showed that Generation Z workforce had 3 main priorities in assessing future job, including salary (83%), workplace environment (62%), as well as working hours and location (40%). Based on the findings, an additional factor was the use of technology in their work, which triggered several changes. The regression model poorly explains the relationship between Generation Z's career expectations and work motivation, despite a significant intercept and weak correlation of the independent variable (X Variable 1) with the dependent variable. In conclusion, although Generation Z's career expectations do not significantly influence their work motivation, they possess job and workplace-related characteristics that employers should consider for Generation Z employees. Statistical calculation experiments show that work environment has an insignificant relationship with work motivation, with a regression model that is less effective in explaining data variations.

Keywords: Generation Z, Work, Workplace.

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### 1. INTRODUCTION

Generation Z, comprising individuals born between the mid-1990s and early 2010s, is entering the workforce with distinct expectations and perspectives on the future workplace. Consequently, several studies have reported the pressing need to develop sustainable strategies to maximize the talent of this demographic (Chillakuri & Mahanandia, 2018). Practical recommendations for a post-COVID-19 resilient Generation Z workforce have also been proposed, emphasizing the importance of adapting the workplace to meet their needs (Gomes et al., 2023). The arrival of Generation Z presents fresh developmental hurdles due to their extensive online presence and enhanced education (Bhushan, 2022). This demographic typically exhibits a strong inclination towards work flexibility, which influences the dynamics of the psychological contract within the workplace ("Managing Generation Z:

Eudaimonic Perspective", 2022). Therefore, employers are required to anticipate Generation Z's integration into the job market, recognizing their readiness to tackle new subjects and technological hurdles (Lev, 2022). This demographic also holds a critical view of how remote work affects relationships with colleagues and superiors (Robak, 2022).

According to previous studies, significant differences in approach to interpersonal relationships, teamwork, and organizational structures present challenges for leaders seeking to foster employees' commitment (Kurek & Jabłońska-Wołoszyn, 2021). Generation Z employees often display a willingness to engage in multicultural environments, showing the necessity for organizations to accommodate their preferences (Jayathilake et al., 2021). In addition, organizations typically encounter obstacles in motivating employees to undertake repetitive tasks, revealing the significance of innovative engagement techniques, such as gamification (Girdauskiene, 2022).

Based on these findings, understanding Generation Z's expectations for effective onboarding is crucial, as 40% often pursue careers that are consistent with their specific interests, and a significant portion aspire to become entrepreneurs (Chillakuri, 2020). Several studies have also examined the career aspirations of the demographic, providing insights into expectations from future employers (Barhate & Dirani, 2021). In addition, communication habits and expectations in the workplace are crucial considerations when understanding Generation Z perspectives. A previous report explored their communication habits and expectations, revealing the unique viewpoints (Janssen & Carradini, 2021). Examining workplace location attributes that are appealing is essential for organizations aiming to attract and retain the demographic (Wisuchat & Taecharunroj, 2021). Understanding the motivation of Generation Z at work is equally important, as their motivations differ from previous generations, with factors such as enjoying work, quality relationships with co-workers, and achieving personal goals being significant motivational factors (Septiawan & Masrunik, 2020).

As organizations prepare for the entry of Generation Z into the workforce, there is a growing recognition of the necessity for sustainable strategies to maximize their talent (Chillakuri & Mahanandia 2018). In addition, employers must be prepared for their arrival by understanding the associated workplace communication habits and expectations (Schroth, 2019; Janssen & Carradini, 2021). The post-COVID-19 workplace presents unique challenges, and a conceptual framework has been proposed for the development and retention of Generation Z employees in this context (Jayathilake et al., 2021). A systematic literature review also provided insights into career aspirations, emphasizing the need to understand the expectations and preferences of the demographic (Barhate & Dirani, 2021). The workplace location attributes that appeal to Generation Z talent have been examined to provide information on environmental preferences (Wisuchat & Taecharunroj, 2021). Understanding the motivational standpoint of job insecurity effects on organizational citizenship behaviors among Generation Z is crucial for effective talent management practices (Mahmoud et al., 2020).

Several studies have offered insights into the phenomenon of Generation Z employees in the workforce. Exploring this topic is particularly intriguing when considering the tangible realities, specifically within the context of Indonesia. Through random field observations of Generation Z students, it becomes evident that there is the potential to encounter various options in the realm of employment. This observation shows a diverse array of job opportunities and competency requirements present in today's job market. Initially, this phenomenon appears to offer promising prospects for Generation Z within the labor market. However, it also poses challenges for this demographic, particularly concerning their

expectations regarding the multitude of job options available in contemporary workplaces. Therefore, this study focuses on the future workforce to assess the future job and workplace. This can be achieved by identifying the various job trends expected by Generation Z, as well as the priority aspects. Therefore, the purpose of writing this article is to demonstrate that they possess job and workplace-related characteristics that employers should consider for Generation Z employees.

## **2. LITERATURE REVIEW**

### **Generation Z**

The concept of Generation Z has been explored in the context of their unique characteristics, behaviors, and impact on different domains. Various reports have also explored several key aspects, shedding light on values, behaviors, and perceptions. One of the central themes in these reports is the examination of Generation Z's relationship with technology and social media. Bennett et al. critically reviewed the evidence surrounding the "digital natives" debate, revealing the generational change and the urgent necessity for educational reform in response. In addition, the study explored the self-concept and authenticity of the demographic. Kraus et al. examined how power elevated self-concept consistency and authenticity, providing insights into the psychological aspects of self-perception.

According to previous studies, Generation Z possesses essential soft skills and competencies that are consistent with project management requirements, leading to their consideration as valuable assets (Magano et al. 2020). Although some share similar traits with Millennials, the demographic is recognized as a significantly different generational cohort, emphasizing the importance of understanding unique characteristics (Seemiller & Grace, 2017). Generation Z's work habits, motivations, expectations, preferences, and work ethics are crucial considerations for employers to maximize productivity and effectiveness in the workplace (Bulut, 2021). In addition, certain traits, such as commitment, interpersonal relationships, uncertainty management, and perseverance, are positively associated with performance and engagement (Magano et al., 2021). Job satisfaction and work motivation have been reported to play key roles in enhancing organizational commitment (Nabahani & Riyanto, 2020).

This current study explores the expectations of Generation Z on the future of work, which is associated with work motivation. Based on relatively unique characteristics compared to previous generations, generation Z is in the spotlight in terms of its expectations about the world of work.

### **Expectancy Theory of Work**

Victor Vroom, a prominent figure in the field of industrial and organizational psychology, introduced the expectancy theory of work in 1964. This theory has had a profound impact on understanding motivation within work settings and has been widely used in both study and practical applications in human resource management (Kanfer, 1987). In addition, Vroom's expectancy theory of work is built upon the valence-instrumentality-expectancy (VIE) model, which shows the crucial role of expectancy beliefs in motivating individuals (Kanfer, 1987). According to this theory, individuals are motivated to invest efforts when the efforts are believed to have the potential to lead to successful performance, resulting in desired outcomes or rewards.

Based on previous reports, Vroom's expectancy theory of work has significantly influenced organizational behavior and management practices. In addition, it emphasizes the importance of employees' perceptions regarding the connection between effort, performance,

and outcomes in shaping their motivation levels. By comprehending and aligning these perceptions, organizations can effectively devise incentive structures and motivational approaches to boost employees' engagement and performance within the workplace.

The key indicators of expectancy theory at work are:

1. Belief in self-efficacy

This refers to individuals' confidence in their ability to achieve desired outcomes through actions. Self-efficacy is a crucial factor in determining individuals' expectations of success (Maddux et al., 1986).

2. Outcome valence

This reflects the value or importance individuals place on specific outcomes. Individuals are more motivated to pursue outcomes that are highly valued or provide significant personal satisfaction (Maddux et al., 1986).

3. Relationship between effort and outcome (expectancy)

This represents individuals' belief in the connection between the effort put in and the desired outcome. The stronger the expectation of this relationship, the higher the motivation to perform the action (Smith, 2017).

4. Instrumentality

This relates to individuals' beliefs about whether the outcomes of their actions will lead to the desired consequences. When individuals believe that their actions can result in the desired outcome, there is increased motivation to engage (Yen, 2015).

5. Job satisfaction

This refers to the level of contentment or satisfaction individuals experience in their job roles. Job satisfaction is an essential indicator of how well individuals' expectations of job outcomes are being met (Lepold et al., 2018).

Understanding and measuring these key indicators of expectancy theory at work is crucial for managers and various studies to comprehend motivation in the workplace effectively. By assessing these indicators, organizations can design appropriate strategies to enhance employees' performance, job satisfaction, and overall engagement in the work environment.

### 3. METHODOLOGY

This study utilized survey methods to collate data from 69 respondents who were members of Generation Z and currently pursuing higher education. First, respondents were selected through a purposeful sampling technique to ensure a balanced representation of different demographic backgrounds and higher education institutions. Subsequently, the survey was developed with careful consideration to cover some aspects, relevant to the study objectives, particularly concerning their expectations and preferences for their future employment.

The survey was then distributed through an online platform that was easy to access by the respondents and were asked to answer a series of questions specifically designed to understand their perspectives and needs on aspects that were relevant to the study objectives. After the data was collated, statistical analyses were conducted to identify common patterns and trends in the respondents' responses, as well as provide deep insights into the preferences and priorities of Generation Z higher education students about future employment and salary.

Descriptive analysis was used to explain and summarize the characteristics of the sample for data processing utilizing a quantitative approach. The survey data regarding Generation Z's priority expectations in future work could be thoroughly analyzed to gain a deeper understanding of existing patterns and trends.

In addition, the researchers included a simple regression analysis for 2 variables to address whether there is an influence of Generation Z's career expectations on their work motivation. The aspects assessed for career expectations are the Cognitive Component, Emotional Component, and Behavior Component (Robbins, 2013). Meanwhile, the dimensions of work motivation used include physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Maslow).

#### **4. RESULT AND DISCUSSION**

The world of work has presented various advances and challenges in its development since the COVID-19 pandemic recently hit the world. The acceleration of technology implementation in various sectors was carried out. Although, not entirely promising success, at least the pace of technology utilization was inevitably forced. Generation Z, born in an era of rapid technological advancement, displayed unique traits that were reflected in their technological environment. With easy access to the internet, digital devices, and social media, this generation has become accustomed to unprecedented ease of communication and access to information. This demographic had tremendous technological prowess, often being more adept at operating devices and applications than previous generations. Technological advancements have shaped their way of interaction, learning, and even work, influencing their values, preferences, and expectations of the world.

At least 69 respondents in this study have shown their contribution to the development of their future world of work. Initially, the emergence of new and unprecedented professions has made their thinking about the world of work very different from previous generations who tended to choose a "sure thing" job security. However, it was found that there was an X factor that has been rapidly changing their expectations of the working world which was not as dynamic as before. Yes, the COVID-19 pandemic has impacted the way Generation Z thinks about future work.

The study team's simple hypothesis was that Generation Z could strongly avoid relatively monotonous work in the office, whether it was a job in the private sector or BUMN. Although, as public servants, it did not seem to be going in that direction. This hypothesis seemed to be wrong, as this survey proved Generation Z's expectations of the future world of work by outlining the X factors that influenced their decision.

##### **Respondents' Profile**

A total of 69 respondents from Generation Z were involved in the survey, consisting of men (59%) and women (41%) university students who have started to interact with the industrial world through their college learning process (either in teaching by practitioners, industrial visit activities, or internship activities for several months in the company). Thus, having an insight into the world of work and industry to further explore their expectations of the future world of work. This was connected to the expected graduate outcomes due to their respective study programs. Although it did not specifically classify what their field was, but all respondents were students from the social sciences.

All respondents were in the same age range of 19-22 years old and came from various regions in Indonesia. Economic and social backgrounds were quite diverse but still in a class that was not significantly different, such as the middle class, which generally had a relatively

stable income that was sufficient to fulfill basic needs and have some left over for savings and discretionary consumption. While there was no exact figure, some studies used a certain income range, such as 40%-80% of the median national income.

### Expectations for The Future Job

The first step in assessing the respondents was to determine their overall 10 expectations for their future job which was randomly selected. The data collection showed the following results and frequencies.

Table 1. Expectations for The Future Job Survey

No	Kind of Expectations	Frequency	%
1	Salary	45	33%
2	Position	23	17%
3	Work Environment	13	9%
4	Work Culture	15	11%
5	Working Hours	11	8%
6	Workplace Location	7	5%
7	Flexibility	5	4%
8	Family Support	6	4%
9	Mental Health Support	9	7%
10	Technology Usage	4	3%

From the results of the "Expectations for the Future Job" survey, it could be concluded that the respondents showed a variety of expectations and preferences regarding their future jobs. First, salary was a major factor for respondents, with 33% of total respondents placing salary as a top priority in their future employment. The position was also significant for 17% of respondents, who indicated a desire to obtain a position that matched their interests and qualifications.

A large proportion (9%) also highlighted the importance of a work environment that supported collaboration, innovation, and work-life balance. Similarly, work culture played an important role for 11% of respondents, with an emphasis on company values that aligned with their values. A work environment that supported collaboration, innovation, and work-life balance was an important focus for respondents. Flexibility in working hours and the workplace was also a need expressed by many respondents, with an emphasis on the balance between productivity and mental health. Some respondents showed interest in more flexible working patterns, including part-time work or working from home, while others wanted good accessibility to city centers or quieter environments in the suburbs.

Other aspects such as working hours, workplace location, flexibility, family support, mental health support, and technology usage also remained a concern for some respondents,

with varying percentages ranging from 3% to 8%. The support from family and better access to mental health services in the workplace were also increasing concerns for respondents, as emphasis was laid on the importance of strong support from family in pursuing a career while managing work time and family responsibilities well. In addition, mental health awareness was on the rise, with many respondents expecting better access to mental health services in the workplace and support from management. These survey results provided a snapshot of how individuals expected their work experience to be in the future, with an emphasis on balancing financial, professional, and mental health well-being.

According to several related studies, a study conducted by Kupczyk et al. (2021) revealed that Generation Z had specific expectations and requirements regarding salary in the work environment. This study provided an in-depth picture of this demographic of individuals' preferences and priorities regarding salary aspects, which could provide important insights for companies and decision-makers in designing compensation strategies that match their expectations.

Based on another study conducted by Ngoc et al. (2022) which explored Generation Z's job search expectations and their career pursuit intentions. In addition, this study provided valuable insights into this demographic of individuals' expectations in the workplace, including aspects related to job satisfaction and job seeker psychology, which could provide important information about their expectations of salary. Finally, a systematic review conducted by Waworuntu et al. (2022) highlighted the importance of work-life balance and job satisfaction for Generation Z employees. This revealed a deeper understanding of their values and priorities at work, including factors like salary. The results of this study could serve as a strong foundation for designing policies and strategies that supported the needs and expectations of Generation Z employees in achieving the desired workplace balance.

Some of the expectations expressed by respondents were relevant to various previous studies on the same subject, namely Generation Z, used to explain how important it was to pay attention to the expectations of workers from Generation Z in the workplace to provide long-term benefits.

### **The Priority of The Future Job Expectation**

From all the expectations that were obtained, respondents were then asked to determine the 3 main expectations that could be rated based on their level of importance or priority. At this stage, it did not directly look at the top 3 from the previous assessment, because it only assessed how often (frequency) the expectation appeared. However, at this stage, respondents reviewed the 10 expectations that had been arranged. The results presented below were Generation Z's 3 most important factors for their future work.

The survey results showed that Generation Z gave top priority to the salary factor in the context of the future world of work, with 83% of respondents placing salary as the main factor influencing their job choice. In addition, it was also revealed that 62% considered the work environment to be an important factor influencing their future employment decisions, highlighting the importance of a supportive work atmosphere and culture in attracting and retaining this generation in the workplace. Furthermore, around 40% emphasized the importance of flexible working hours and workplace locations, which indicated a desire to have a balance between flexible working hours and the possibility of working from different locations as needs arise. The main conclusion from the results of this survey was that Generation Z was highly concerned with salary as a deciding factor in choosing a job, followed by a supportive work environment and flexibility in working hours and workplace location.

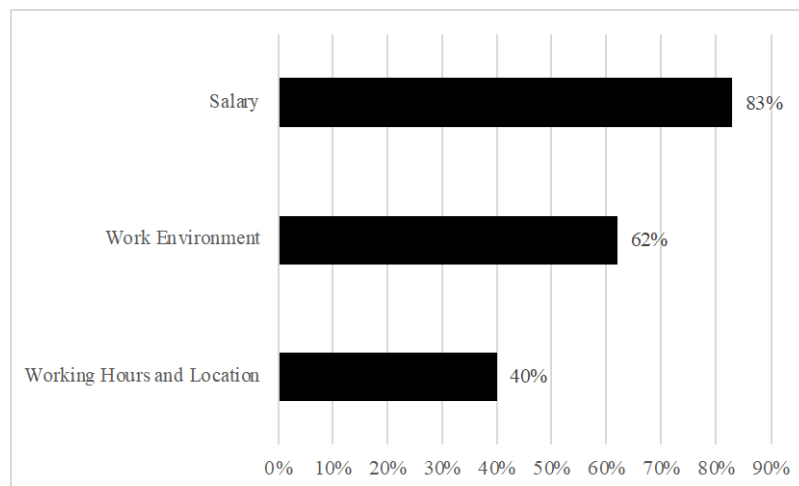


Figure 1. The Priority of The Future Job Expectation Survey

### How Salary Motivates Employee

Studies by Schreurs et al. (2010) and others delved into the salary expectations and needs of Generation Z, revealing their strong emphasis on fair and competitive compensation for their skills and efforts. Additionally, studies by Schweitzer et al. (2014) and Jusoh et al. (2011) have explored the factors influencing salary expectations, which included gender differences and job satisfaction. Understanding Generation Z's perspective on salary was crucial for organizations to tailor their compensation structures and effectively attract and retain talented individuals amidst the evolving job market landscape. Similarly, a study by Mlangala & Thomas (2022) and Chinyio et al. (2018) emphasized the significant role of salaries in motivating employees to improve performance and provide high-quality services. Moreover, studies by Zhang & Li (2019) and Sutanto & Valentine (2022) delve into the relationship between salary perception and employee motivation, highlighting the positive impact of perceived fairness in alignment with expectations on work drive. Recognizing the intricate connection between salary and motivation was essential for organizations to develop compelling compensation plans that not only draw in but also retain and actively engage employees in the workplace.

### How Work Environment Motivates Employees

Sapta et al. (2022) and Pratama (2020) brought attention to the substantial impact that the work environment had on employee performance. Additionally, the study undertaken by Rahman et al. (2022) and Malik (2011) has delved into the positive correlation between the work environment and employee motivation, highlighting the significance of a supportive and conducive workplace atmosphere in bolstering employee engagement and productivity. Recognizing the intricate relationship between motivation, competence, and the work environment in shaping employee performance, as discussed by Maulana et al. (2020), it became paramount for organizations aiming at cultivating a conducive environment to promote motivation, job satisfaction, and ultimately, heightened overall employee performance.

Understanding the dynamics between the work environment and employee performance was crucial for organizations striving to optimize their workforce's productivity and satisfaction levels. Studies such as those by Sapta et al. (2022) and Pratama (2020) highlighted the important role of the work environment in shaping employee performance outcomes. Similarly, the study by Rahman et al. (2022) and Malik (2011) underscored the



importance of fostering a positive and supportive work atmosphere to bolster employee motivation and engagement, consequently enhancing productivity levels. By grasping the interplay between motivation, competence, and the work environment, as elucidated by Maulana et al. (2020), organizations could strategically design and cultivate work environments that would not only promote motivation and job satisfaction but also maximize overall employee performance.

### How Working Hours and Location Motivate Employees

The study conducted by Andriyanty et al. (2021) and Prastiwi et al. (2022) underscored the significance of flexible working hours in influencing motivation and employee engagement. Similarly, investigations by Hanbury et al. (2019) and Cheng et al. (2018) delved into the correlation between reduced working hours and employee decision-making, which highlighted the significant role of work-life balance in fostering motivation among employees. Understanding the interplay among factors such as workload, work-life balance, and organizational support in shaping employee motivation. As elucidated by Tannady (2023) and Sari et al. (2022), it became crucial for organizations aiming to cultivate environments conducive to employee well-being, job satisfaction, and ultimately, enhanced overall performance.

Recognizing the impact of working hours and location on motivation, organizations could strategically develop interventions to optimize employee engagement and productivity within the workplace. Studies such as those by Andriyanty et al. (2021) and Prastiwi et al. (2022) emphasized the importance of flexible working arrangements in promoting motivation and employee commitment. In addition, the study by Hanbury et al. (2019) and Cheng et al. (2018) underscores the value of promoting work-life balance to enhance employee motivation levels. By comprehensively understanding the dynamics between working hours, location, and employee motivation, organizations could tailor strategies used to create supportive work environments that prioritized employee well-being and ultimately drive organizational success.

### How Career Expectations Influence Work Motivation

Table 2. Table of Statistic Summary

<i>Regression Statistics</i>	
Multiple R	0.02498455
R Square	0.00062423
Adjusted R Square	-0.0142918
Standard Error	1.48550047
Observations	69

#### ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0,0923495	0,0923495	0.04184937	0.83852734
Residual	67	147.849679	2.20671163		
Total	68	147.942029			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	22.5044872	2.33125174	9.65339212	2.6236E-14
X Variable 1	-0.0451923	0.22091237	-0.2045712	0.83852734
X Variable 2	0.142	0.127	1.119	0.267

*note:  $x_1$  = career expectation;  $x_2$  = work environment;  $y$  = work motivation*

The statistical regression summary reveals several key metrics for evaluating the model's performance. Multiple R, at 0.02498, indicates a very weak correlation between the independent variable (X Variable 1) and the dependent variable. The R Square value of 0.00062 signifies that only a negligible proportion of the variance in the dependent variable is explained by the independent variable. Adjusted R Square, which adjusts for the number and significance of independent variables in the model, is negative (-0.01429), suggesting the model may not be well-suited to explain the variance in the dependent variable. The Standard Error, calculated at 1.4855, estimates the average prediction error of the model, indicating the reliability of the model's predictions. Overall, these metrics collectively indicate a poor fit of the regression model to the data, with minimal explanatory power of the independent variable on the dependent variable.

Based on the analysis of the provided regression output, it can be concluded that the regression model does not show a significant relationship between the independent variable (X Variable 1) and the dependent variable. The very low R Square value, approximately 0.06%, indicates that the independent variable explains only a small portion of the variance in the dependent variable. The significance test results for X Variable 1 show that its coefficient is not significant, with a t Statistic approaching zero and a high P-value (0.84). On the other hand, the intercept is statistically significant, with a very low P-value (2.62E-14), indicating a significant deviation from zero. However, it is important to note that this regression model may not be suitable for predicting the dependent variable based on the analyzed independent variable.

In another study, it was stated that work motivation significantly affects employee performance in various organisational environments. Various variables have been identified as the main influences on work motivation. Factors such as work environment, pay equity, job satisfaction, positive affectivity, job competence, industrial work practice experience, work stress, workload, work discipline, intrinsic and extrinsic motivation, perceived organisational support, and organisational commitment were all found to have an impact on work motivation (Wahyudi et al., 2022; Chiu, 2000; Rakasiwi, 2023; Wicaksono et al., 2023; Idowu, 2024; Gillet et al., 2013; Purnomo, 2024; Fitriady et al., 2023; Li et al., 2014).

### **Additional Test: Work Environment to Work Motivation**

Based on this research follow-up survey, Generation Z indicated that the top priority in employment is the work environment (44%), followed by salary (42%). Interview results revealed that work environment is important to Generation Z as it relates to work comfort and mental health. Salary is considered an important motivation to fulfil daily needs. Other aspects considered were work culture (8%), career path (3%) and workplace location (2%). These five aspects often appear in surveys and can serve as a guide for organisations to attract Generation Z's interest in different types of jobs.

However, this study's regression test experiment measuring the effect of work environment (which had the highest priority in the survey) on work motivation, showed unsatisfactory results. The regression analysis results show that the correlation coefficient (Multiple R) of 0.135 indicates a very weak positive relationship between the independent and dependent variables. With an R Square value of 0.018, only 1.8% of the variability in the dependent variable can be explained by the independent variables, indicating that the regression model used is less effective in explaining variations in the data. The Adjusted R Square of 0.0036 also indicates the low suitability of the model. The standard error obtained is 1.472, indicating the level of deviation that occurs in model predictions.

Table 3. Table of Statistic Summary

<i>Regression Statistics</i>	
Multiple R	0.135
R Square	0.018
Adjusted R Square	0.004
Standard Error	1.472
Observations	69

<b>ANOVA</b>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	2.712	2.712	1.251	0.267
Residual	67	145.230	2.168		
Total	68	147.942			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	19.416	2.343	8.287	0.000
X Variable 2	0.142	0.127	1.119	0.267

*note:  $x_2$  = work environment;  $y$  = work motivation*

In the ANOVA analysis, the F-statistic value of 1.251 with an F Significance of 0.267 indicates that the regression model is not statistically significant. The p-value for the independent variable (X Variable 1) is 0.267, greater than the general significance level of 0.05, thus indicating that the effect of this variable is not significant on the dependent variable. The coefficient for the constant (Intercept) is 19.416 with a very low P-value (7.32E-12), indicating that this constant is significant. Overall, the results of this analysis indicate that the resulting regression model does not have strong predictive power and that the independent variables do not contribute significantly in predicting the dependent variable.

## 5. CONCLUSION

In conclusion, Generation Z, with its unique features and perspectives shaped by technological advancements and social changes, was poised to enter the workforce with distinct expectations and priorities. There was a need for organizations to adopt sustainable strategies to effectively harness the talent of Generation Z individuals to navigate the evolving job market landscape. Amid the post-COVID-19 era, practical recommendations were proposed to adapt to the workplace and meet the needs of this generation, emphasizing the importance of flexibility and resilience. Employers must anticipate Generation Z's integration into the job market, considering their affinity for work flexibility and readiness to embrace new challenges. However, some notable differences in Generation Z's approach to interpersonal relationships, teamwork, and organizational structures pose challenges for leaders seeking to foster employee commitment. Organizations must give room for Generation Z's preferences, including their emphasis on salary, supportive work environments, and flexible working arrangements, to attract and retain this cohort effectively. By understanding and addressing Generation Z's expectations and priorities, organizations could create environments that promote employee well-being, and satisfaction, and ultimately, enhance overall performance in the workplace.

Meanwhile, in additional calculations examining the impact of Generation Z's career expectations on work motivation, it is shown that the regression analysis suggests that the

model inadequately explains the relationship between the independent variable (career expectations ) and the dependent variable (work motivation), as indicated by the very weak correlation, minimal explanatory power (R Square), and non-significant coefficient of career expectations, despite a significant intercept. Finally, the diverse job characteristics in the future for Generation Z are worth considering to achieve optimal collaboration or for employers to accommodate Generation Z as their workforce.

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