
Work Values Preferences Of Gen Z In Central Kalimantan

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Abstract. *This study aimed to confirm Gen Z work values in Central Kalimantan by adapting the instruments and indicators developed by Lyons et al. (2010), which consist of intrinsic, extrinsic, altruistic, status, and social values. This research is explanatory and descriptive. The research instrument was an online questionnaire. The research respondent were final-year students, with a total of 99 respondents. Data analysis of this study was done by descriptive analysis and independent sample t-test using SPSS 25 software. The result showed that the highest average work values were status-related work values, altruistic work values, and intrinsic work values.*

Keywords: *Work Values, Gen Z*

Abstrak. Penelitian ini bertujuan untuk mengkonfirmasi nilai kerja (*work values*) Gen Z di Kalimantan tengah dengan mengadaptasi instrument dan indikator yang dikembangkan oleh Lyons et al (2010) yang terdiri dari nilai intrinsik, nilai ekstrinsik, nilai altruistik, nilai status, dan nilai sosial. Penelitian bersifat deskriptif eksplanatory. Instrumen penelitian dengan kuesioner online. Responden penelitian adalah mahasiswa tingkat akhir dengan jumlah sebanyak 99 reaponden. Analisis data dengan analisis deskriptif dan uji independent sampel t-test dengan software SPSS 25. Hasil penelitian menunjukkan bahwa rata-rata nilai kerja tertinggi adalah nilai kerja terkait status, nilai kerja altruistik dan nilai kerja intrinsik.

Kata kunci: *Work Values, Gen Z*

Introduction

Currently, the largest workforce population in the world of work is dominated by Generation X and millennials, but with increasing age, generation Z is starting to enter the workforce. The Z generation group are individuals born between 1995 and 2010 (Lanier, 2017; Chillakuri & Mahanandia, 2018) and occupy 32% of the global population (Miller & Lu, 2019). In line with research conducted by the Network of Executive Women (NEW) and Deloitte (2019), it is predicted that Gen Z is predicted to be 1/3 larger in number than the millennial generation population in the next few years.

In Indonesia itself, the development of the Generation Z population is quite significant. Based on the results of the Population Census in 2020, data from 270.20 million Indonesians amounted to 74.93 million people (27.94%) belonging to the Generation Z group and 69.38 million people (25.87%) belonging to the millennial group (BPS, 2021). The presence of Gen Z in the world of work is undoubtedly a challenge and an opportunity for the organization. Organizations are required to understand the characteristics of this new group and design appropriate strategies to accommodate the new generation (Gen Z) in the workplace because, in principle, each generation certainly has differences in terms of expectations, experiences, values, education, family, lifestyle, work ethic and behavior (Grow & Yang, 2018).

The existence of several levels of generations in an organization is inevitable, and one should be able to form a work team that is creative, innovative, and productive. However, at the same time, this also contains potential risks such as miscommunication, misunderstandings, and consequences due to differences in behavior between generations. For this reason, organizations are expected to be able to understand these characteristics and differences and direct them positively to achieve organizational goals (Fabio, 2016).

As a generation just starting to enter the world of work, Gen Z certainly has its values, preferences, and expectations regarding work. Pavlyutenkov said that the value system within an individual will manifest and reflect the desires and interests of the individual (Pavlyutenkov, 1990). Furthermore, Hampton explained that Gen Z wants interesting jobs, provides security, and work that contributes to society (Hampton, 2019).

Then further research conducted by (Espacios et al., 2019) found that Gen Z, in viewing their work, pays close attention to and prioritizes several things, which include: wages, enjoyable job/satisfaction, convenient schedule/work conditions, possibility to balance work, career growth, education, stability, and social guarantees. Therefore organizations must know and understand the generational values of work in order to be able to predict behavior patterns and work attitudes so that organizations can apply the right strategy in managing human resources. Based on the literature and some of the results of previous studies, the purpose of this research is to identify the work values and behavior of Gen Z job seekers, especially in the Central Kalimantan region, so it is hoped that the results of this research can provide an overview for companies to understand Gen Z work behavior and then become input in designing HR programs.

Literatur Review

Characteristics of Generation Z

Several studies still have different opinions regarding generational differences and the period in which a generation starts. According to Manheim (1952) in Putra (2016), generation is a social construction in which a group of people have the same age and the same historical experience. In addition, Manheim added that the generation phenomenon is one of the primary factors contributing to the origins of the dynamics of historical development. Meanwhile, Nobel & Schewe, 2003 & Twenge, 2000 in Putra, 2016 explains that generations are a group of individuals who are influenced by historical events and cultural phenomena that occur and are experienced at the stages of their lives.

The differences between generations are not impossible to be the leading cause of problems in working and living together and communicating with each other. However, there are differences in motivation, decision-making, habits, and behavior of the generations. From the experts' opinions above, two things can differentiate between generations: the birth year and historical phenomena or events in each generation. According to several previous studies, Gen Z is those born after 1995 (Brown, 2020; Francis & Hoefel, 2018; Linnes & Metcalf, 2017), often called the post-millennial generation. The mention of Generation Z, apart from being often shortened to Gen Z, is also sometimes called Gen I or iGen. Moreover, some call it Post Millennial.

According to a study conducted by McKinsey (2018), the behavior of Gen Z can be grouped into 4 (four) major components based on one vital characteristic: Gen Z is a generation that seeks truth. First, Gen Z is referred to as "the undefined ID," where this generation values the expression of each individual without giving a specific label. The search for identity gives Gen Z great openness to understand the uniqueness of each individual.

Second, Gen Z is identified as "the communaholic," a generation that is very inclusive and interested in being involved in various communities by utilizing technological sophistication to expand the benefits they want to provide. Third, Gen Z is known as "the dialoguer," a generation that believes in the importance of communication in conflict resolution and change comes through dialogue. In addition, Gen Z is open to the different thoughts of each individual and likes to interact with various individuals and groups.

Fourth, Gen Z is called "the realistic," a generation that tends to be more realistic and analytical in making decisions than the previous generation. Gen Z is a generation that enjoys independence in learning and seeking information, making them happy to be in control of their decisions. Gen Z realizes the importance of having financial stability in the future. This is in line with survey findings which reveal that Gen Y and Baby Boomers are generations that tend to be more idealistic, especially in the context of work. Gen Z is known as a creative and innovative generation. According to a survey by Harris Poll (2020), 63% of Gen Z are interested in doing various creative things daily.

This creativity is also formed from the activeness of Gen Z in the community and social media. This is relevant to some studies that identify that Gen Z is a generation that is closely related to technology (digital native), as they were born in the era of smartphones, grew up with the sophistication of computer technology, and have openness to internet access which is more accessible than previous generations. As a generation known for its creativity and innovation, this generation longs for a work environment that supports co-creating activities, co-innovating, and providing meaningful changes to the company. This alignment between the values of creative and innovative work styles attracts Generation Z.

Work Value

Work value is the goal of what an individual wants to achieve at work and can influence individual choices and attitudes. Work values can predict what kind of work attitudes individuals have towards their jobs (Ye, 2015), and these work values vary from person to person across generations (Kowske et al., 2010). Previous studies have also found that individuals have different work values across generations (Jaskyte, 2014). For this reason, for organizations to effectively attract and manage the new generation, it is necessary to understand the value of their work.

Individual differences correlate with differences in their work values. Previous research found differences in work values between male and female individuals. (Frieze et al, 2006). It is said that males are more ambitious in work, requiring higher social recognition for their achievements than women. In addition, male individuals tend to want salary and promotion opportunities, while women want flexible working hours and good co-worker support. Individuals have the freedom to choose specific jobs based on individual needs, and they will choose jobs that can fulfill what they expect and need from a job, whether it is under the individual's values. (Jaskyte, 2014).

If the job can provide what the individual needs, then the individual is willing to work well. Therefore it is crucial to understand the value of individual work because it will affect the activity and performance of employees through their attitudes and work behavior. Creating a conducive work environment will help organizations manage their workforce to achieve goals. This study aims to confirm whether individual work values differ when viewed from gender. Based on previous research and literature review, the hypothesis (Ha) was formulated in this study, namely that there are differences in individual work values between men and women.

Research Method

This research is descriptive exploratory research using a questionnaire instrument for data collection. Retrieval of data through the online survey method with the WhatsApp application media. Respondents in this study were Generation Z, namely those born after 1995 and status as students in the final year, with a total sample of 99 respondents. Two types of data are used in this study, namely secondary data and primary data. Secondary data comes from the results of previous research and literature reviews. At the same time, the primary data comes from the data of respondents' answers to the research questionnaire.

This questionnaire was adapted from previous research conducted by Lyons et al. (2010), with work values grouped into five indicators: intrinsic work values, extrinsic work values, altruistic work values, status-associated work values, and social values concerned with the relationship—measurement using a 5-point Likert scale. Intrinsic work value indicators are measured by five items, extrinsic work values are measured by eight items, altruistic work values are measured by seven items, status-associated work values are measured by four items, and social values concerning the relationship are measured by nine items. Research data were analyzed using descriptive analysis and independent sample t-tests with the help of SPSS ver. 25.

Result and Discussion

Descriptive analysis was carried out to describe the characteristics and distribution of respondents based on gender and region of origin.

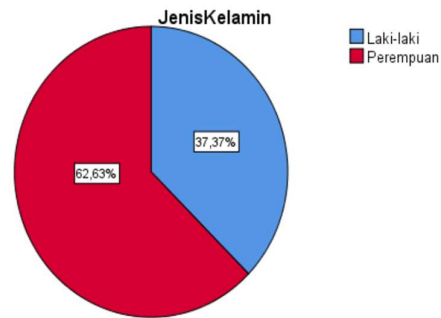


Figure 1. Distribution of respondents by gender

From the results of the analysis, it was found that of the 99 respondents, 62.63% of the respondents were female, while the remaining 37.37% were male. Thus, the majority of respondents in this study were women.

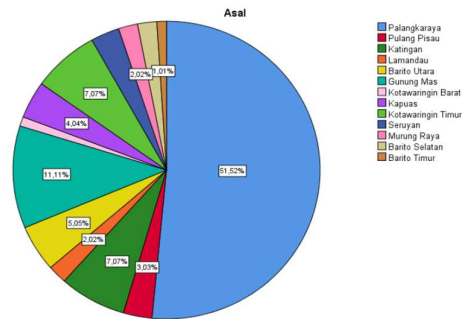


Figure 2. Distribution of respondents' origins

Respondents to this study came from various regions/districts/cities in Central Kalimantan Province. The majority of the respondents' origins were 51.5% from Palangka Raya, 11% from Gunung Mas, 7% from Katingan and East Kotawaringin, 5% from North Barito, 4% from Kapuas, 3% from Pulang Pisau and Seruyan, 2% from Lamandau and Murung Raya and the rest came from West Kotawaringin and East Barito. The respondents of this study represent almost all regions/sections in the province of Central Kalimantan, with the most significant percentage coming from Palangkaraya.

Table 1.
Validity Test Results

Variabel	Indikator	r-hitung	r-tabel
Intrinsic Work Value	INT1	0,798	0,197
	INT2	0,669	
	INT3	0,688	
	INT4	0,545	
Ekstrinsic Work Value	EKS1	0,774	
	EKS2	0,704	
	EKS3	0,534	
	EKS4	0,748	
	EKS5	0,628	
	EKS6	0,574	
	EKS7	0,396	
	EKS8	0,351	
Altruistic Work Value	ALT1	0,423	
	ALT2	0,815	
	ALT3	0,372	
	ALT4	0,797	
	ALT5	0,522	
	ALT6	0,360	
Status Associated Work Values	STA1	0,836	
	STA2	0,731	
	STA3	0,641	
Social Work Value	SOC1	0,595	
	SOC2	0,694	
	SOC3	0,673	
	SOC4	0,279	
	SOC5	0,492	
	SOC6	0,773	
	SOC7	0,576	

Table2.
Reliability Test Results

Variable	Jumlah Item	Cronbach Alpha
Intrinsic Work Value	4	0,542
Extrinsic Work Value	8	0,728
Altruistic Work Value	6	0,600
Status Associated Work Value	3	0,561
Social Work Value	7	0,701

Validity and reliability test results

The correlation coefficient value of the validity test results for the variables intrinsic work value, extrinsic work value, altruistic work value, status-associated work value, and social work value shows an r-count value of > 0.197 (r-table) so that it can be concluded that all statement items for research variables are valid. Then the results of the reliability test can be seen in Table 2 that the Cronbach alpha value is > 0.50 . Hinton et al. (2004) state that the criteria for various reliability values include excellent reliability if the Cronbach alpha value is > 0.90 , then high reliability with an alpha value of $0.70 - 0.90$, moderate reliability has an alpha value of $0.50 - 0.70$ and low reliability if the Cronbach alpha value is < 0.50 . The reliability test results showed that all variables have a Cronbach Alpha value above 0.50 , so it can be concluded that they meet the reliable requirements.

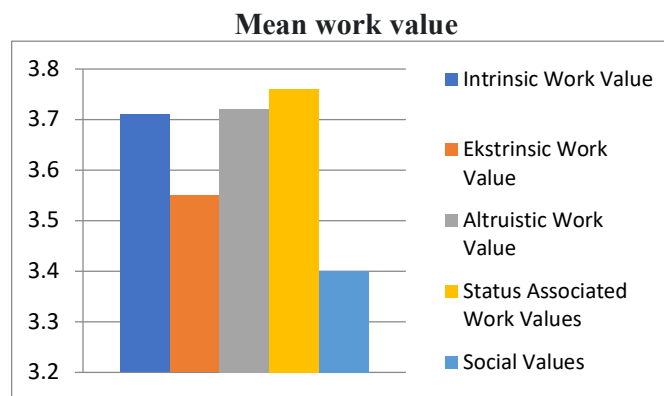


Figure 3. Average value

The results of calculating the mean value show that the average score of respondents agrees with all work values. Of the five work values, it can be seen that the highest values are status-associated work values, altruistic work values, and intrinsic work values.

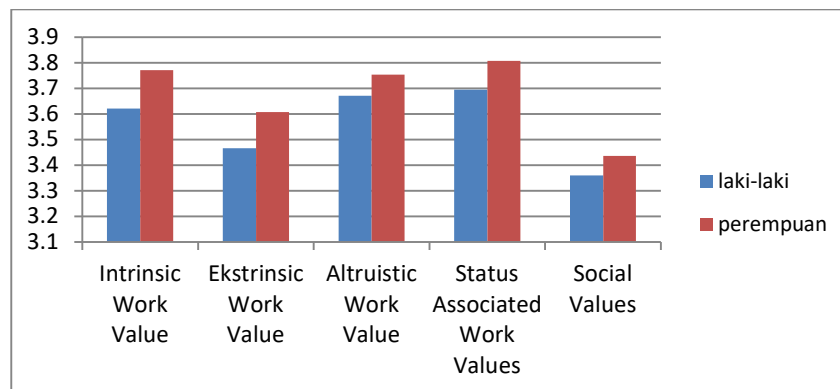


Figure 4. Occupational Value by Gender

Work value based on gender found a difference in the average score for each work value. However, with a score that is not too large for the variable altruistic work value and social work value but for intrinsic work value, extrinsic work value, and work value related to status, the average score is quite large.

Test Independent Sample t-test.

The Mann-Whitney U test method in this study was used to compare the differences between two independent groups with an ordinal scale dependent variable. However, the data were not normally distributed. This study wants to compare the value of work between male and female students. The research hypothesis is:

Ho: There is no difference in work values between men and women

Ha: There are differences in work values between men and women.

Table3. Mann Whitney U Test Results

Variable	Item	Mann-Whitney U	Asymp.Sig. (2-tailed)	Ho Accepted/ditolak
<i>Intrinsic work value</i>	INT 1	993,000	0,219	accepted
	INT 2	899,000	0,000	ditolak
	INT 3	979,000	0,503	accepted
	INT 4	1103,000	0,284	accepted
	EKS 1	927,000	0,063	accepted
<i>Ekstrinsic work value</i>	EKS 2	1139,000	0,896	accepted
	EKS 3	1139,000	0,947	accepted
	EKS 4	948,000	0,106	accepted
	EKS 5	1079,500	0,350	accepted
	Eks 6	945,000	0,111	accepted
	EKS 7	977,500	0,049	ditolak
	EKS 8	1041,500	0,044	ditolak
	<i>Altruistic work value</i>	ALT 1	1009,000	0,185
ALT 2		1126,000	0,828	accepted
ALT 3		1046,000	0,122	accepted

	ALT 4	1107,000	0,673	accepted
	ALT 5	1107,000	0,541	accepted
	ALT 6	1103,000	0,559	accepted
<i>Status Work value</i>	STA 1	1129,500	0,881	accepted
	STA 2	958,000	0,024	ditolak
	STA 3	1090,500	0,485	accepted
<i>Social work value</i>	SOC 1	1144,000	0,980	accepted
	SOC 2	1067,500	0,544	accepted
	SOC 3	1101,000	0,709	accepted
	SOC 4	1004,000	0,057	accepted
	SOC 5	948,500	0,054	accepted
	SOC 6	1114,000	0,801	accepted
	SOC 7	1117,000	0,74	accepted

The results of the Mann-Whitney test in Table 3 show that all p-values have a significant value. >0.05 except for the three indicators, namely INT2, EKS8, and STA 2. Therefore it can be concluded that the null hypothesis (H_0) in this study is acceptable, meaning there is no difference in work values between men and women.

This study measured work value by adapting the work value indicators developed by Lyons et al. 2010. These include intrinsic work values, namely values related to work such as job competence, interest, self-esteem, motivation, and the need for self-actualization. Then the extrinsic work value is related to everything in the form of material obtained by a person from his work, which can reflect an individual's economic situation, salary, achievement, career opportunities, and prestige. Besides that, the value of altruistic work explains how individuals at work can help each other with colleagues and share knowledge. Status-related work values relate to how individuals value their work as something that can give them a sense of pride and recognition from others. Moreover, the next socially related work value is how individuals assess their work to meet individual social needs, such as work-life balance, free time, flexibility, and pleasant co-workers. The average value of respondents' perceptions of work values that have the most outstanding value sequentially, namely work values related to status with an average value of 3.76, altruistic work values with an average value of 3.72, and intrinsic work values with an average value of 3.71. Meanwhile, extrinsic and socially related work values have moderate average values, namely 3.40 and 3.55. Status-related work scores show

the highest average scores compared to other work scores for Gen Z respondents in Central Kalimantan. According to Ros et al. (1999), individuals who prefer work values related to status will tend to choose jobs that provide them with opportunities for achievement, independence, and recognition and make them proud. This indirectly provides an opportunity for them to compare themselves with others with the aim of achieving personal excellence.

These findings show that Gen Z likes work that can make them proud, provides opportunities for self-development, and gains recognition from others because of their achievements and accomplishments. In addition, one of the critical factors for Gen Z in choosing a job is how the job can provide opportunities for Gen Z to develop themselves both through training, learning, and self-actualization opportunities where this is strongly influenced by Gen Z's way of thinking that is open, creative and innovative (Nurqamar, 2022). Gen Z is a generation that enjoys working and interacting in groups. The characteristics of the Z gene tend to be selfless but want progress for the common good. One of the characteristics of this generation is helping each other with co-workers, and they are happy to help each other (Agarwal, 2018).

The results also show that Gen Z's preferences in choosing jobs not only see status values and altruistic values but also intrinsic values, namely how jobs can provide challenges and can continue to maintain their motivation to develop themselves. They tend to enjoy challenging jobs and encourage motivation to excel. (Frieze, 2006). Based on the results of hypothesis testing, this study found that overall for male and female respondents, there was no significant difference related to work value. However, for 3 (three) indicators of the variable intrinsic work value, extrinsic work value, and work value related to status, each found a difference (H_0 was rejected).

Job indicators that motivate to develop (INT2), career opportunities (EKS8), and job performance attainment (STA 2) were found to be different for male and female respondents. Several studies have shown that men and women tend to have different work values. Gender differences are said to significantly affect an individual's work values (Rokeach, 1973). Male individuals tend to be more ambitious, have a stronger will to develop, and require more social recognition and higher achievement than female individuals. Male individuals express themselves through their work achievements and abilities, while female individuals tend to consider work conditions such as working hours and work-life balance. (Frieze, 2006)

CONCLUSIONS AND RECOMMENDATIONS

This study found that status-associated work values, altruistic work values, and intrinsic work values strongly influence the preference of Gen Z in Central Kalimantan in choosing a job. Extrinsic and social work values based on research results are not a top priority in choosing a job. Individuals who have the results of the study also found that overall, of the five work value variables studied, there were no significant differences between male and female individuals in terms of preference and expected work value from a job, even though there were three indicators (INT2, EKS8 and STA 2) which had sig values <0.05 . This study's results can confirm the results of previous studies regarding individual work preferences and values. The portrait of work value preferences can be utilized by stakeholders in order to be able to design HRM programs that suit the needs and developments of the times. For further research, it is hoped that it will be able to identify the work values of Gen Z with different characteristics of respondents with a more significant number and variety and more in-depth research methods such as using a longitudinal study design.

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