
Work Stress and Generation Z Workplace Behavior

M. Yani Syafei^{1*}, Dedi Rianto Rahadi², Masduki³, & Gabriel Sianturi⁴

¹Doctor of Management Science Program, Universitas Komputer Indonesia, **Indonesia**

²Department of Business, President University, **Indonesia**

³Management Department, Universitas Majalengka, **Indonesia**

⁴Industrial Engineering Department, Universitas Komputer Indonesia, **Indonesia**

DOI - <http://doi.org/10.37502/IJSMR.2023.6806>

Abstract

Generation Z (1995-2010) has started to enter the workforce and employers need to be prepared for their presence. While Generation Z has a lot in common with Millennials, they also generate modern patterns of behavior. Today's managers must not only trust the best ways to manage inexperienced junior employees, but also the unique traits of the generation formed by their impressions, if modern behavior is not in line, it will cause stress. Everyone must have experienced stress, even stress is sometimes sought after to improve performance.

The research method used is descriptive qualitative method. The investigate strategies utilized are graphic and subjective with a bibliographic approach and information collection is done through investigate or investigation of diverse inquire about comes about distributed in different distributions, articles, diaries and measurable information. The discoveries of this consider will offer assistance improve our information of human asset administration, particularly Gen Z push and work behavior. Coordinated the unused era into a working, proficient and social environment where workers develop. Their careers within the work environment are supported by Gen Z tech experts.

Keywords: Job stress, Performance, Generation Z

1. Introduction

Human assets are one of the foremost vital viewpoints of overseeing an organization. Human resources are one of the foremost vital viewpoints of overseeing an organization. Even if an organization has the right resources and infrastructure, if it does not have good resources, it will be difficult to compete with them. According to a statement from Tambunan (2003: 15) quality human resources will ensure a good future or stagnation in an organization's competition. Then Rivai (2011) states that without the support of capable human resources, the affairs of an organization cannot work optimally, so that organizational goals cannot be achieved.

The factors that tend to the success or achievement of organizational goals are employee performance. According to Mangkunegara (2005), it is suggested that successfully implementing qualitative and quantitative work results, which are obtained by employees when performing tasks in accordance with the tasks assigned to them. Changes in working conditions increase the impact on psychological risk factors and reduce work performance. Psychological

work demands are one of the biggest psychological risks in the workplace and are related to work situations that require mental or emotional effort. Although tolerable, mental work demands can trigger conflict and stress responses if they are too demanding (Niedhammer et al., 2012). Moorhead and Griffin (2013) suggest that proficiency depends on employee performance and stress levels. To perform well, employees must be able to manage the work stress they experience.

Munandar (2008) states that the more motivated an employee is to do a good job, the more productive and efficient the employee will be under work stress. At lower levels, work stretch can and indeed has been appeared to make strides execution (Robbins & Judge, 2008). Hence, push can persuade individuals to progress. Be that as it may, tall work push really decreases efficiency. Agreeing to Lin et al. (2020) push can impede execution, but really increments motivation.

Given that the working environment has to adjust not as it were to unused eras, but moreover to intergenerational engagement and collaboration, this presents extra challenges for human asset administration (HRM) and human asset administration (HRM), such as: Brings Workflow proficiency and work environment. Many researchers and specialists argue that Generation Z is the most stressed group in the workplace overall. Looking at a survey from the Cigna International Health Survey in 2023 for around 12,000 employees internationally, 91% of 18- to 24-year-olds reported suffering from stress compared to 84% in general.

Reviews reveal that Generation Z is emerging as a demographic that is highly stressed at work, and fighting tooth and nail to master it. Similar information proves that irregular stress affects close to a quarter of Generation Z interviewees (23%), and close to all (98%) experience signs of stress.

For illustration, this year's study found that Gen Z and millennials need to preserve adaptable and comprehensive work designs after the COVID-19 emergency and cautious execution might decrease a few stressors. It is appeared that many people see that there's The overview moreover found that numerous Gen Zs and millennials are mindful of the expanded center on mental wellbeing within the working environment over the past two a long time, but have however to see a recognizable impact at the domestic. Appearing. In spite of more individuals talking approximately mental wellbeing within the working environment, a critical number of them are still hesitant to conversation almost their mental wellbeing issues and look for accessible back. Disgrace is hence still a progressing challenge.

According to a study by Alvar Research Institute, Generation Z feels more stressed and overwhelmed than previous generations. 40% of Gen Z respondents feel very stressed, 23.3% worried, and 5% worried. Meanwhile, of the millennials who responded, 38.8% of respondents felt very stressed, 23.5% worried, and 4.6% worried. These percentages are very low among Gen X respondents, meaning 31.5% are concerned, 21.3% are concerned, and 2.8% are very concerned. "The level of stress in life (Generation Z) is higher than the previous generation," he said in the Alvara Research report. The study was conducted through direct interviews with 1,529 interviewees from Generation Z, Millennials and Generation X in Indonesia. The survey was conducted from March 20 to 31, 2022 using different sampling methods.

There are several reasons that can make Generation Z quit or lose their identity in their workplace. The results of the JakPat survey, dominant or 64.9% of Generation Z interviewees

will resign if compensation is not in line with the burden and responsibility. Then, 56.9% have the intention to resign if the working hours are not systematic and tend to exceed the limit, 52.4% because the habit of work behavior of an organization is not healthy and 51.3% because the principles of an organization have no clear direction of goals. There are also Generation Z interviewees who intend to quit because they have unhealthy coworkers (48.8%), unsuitable obligations (41.8%), no job prospects (38.5%), and no work-life balance (37.2%). And the results of this survey were conducted online at the suggestion of JakPat on 15 months 11 of 2022 to 832 interviewees. In this survey, interviewees can specify more than one question.

Young people often have emotional problems. Especially those who belong to the Millennial and Generation Z age groups. There are various reasons behind this. Millennials and Gen Z Prioritize Mental Health in the Workplace According to a survey by accounting firm Deloitte, Millennials and Millennials are easily energized by work/career-oriented issues. The report said: "Generation Z is at the top of this list of job opportunities."

It is worth noting that the percentage of generation Z representatives who are emphasized by job expectations is 50%. This figure is 9 points higher than that of millennials at 41%. Another major concern is related to prolonged financial tactics. Another basic one is family life, with Gen Z at 47% and millennials at 46%. Now, due to the pandemic, which we don't know when it will end, the ratio of Generation Z to millennials is 43 to 1. The study also showed that the quality of the work environment is related to mental health support in the workplace, stress levels and employee concerns. The review involved 23,000 Generation Z and millennial interviewees and was conducted in early 2021 across 45 countries.

The reason of this article is to appear topical patterns in inquire about on particular themes by investigating the existing writing on Era Z as work environments and working environment laborers. This article addresses a groundbreaking theme that has never been investigated some time recently. This inquiries about commitment will provide us distant better; a much better a higher; a stronger "an improved" a much better and more profound understanding of how Gen Z locks in with representatives and the workplace. Furthermore, the think about documents support for the future investigates to assist HRM superior meet the wants of her Gen Z and make more noteworthy esteem for businesses.

In the research described, including Gen Z characteristics and the common work stress they face towards work and employers, as well as current HRM and organizational adaptation trends and practices.

2. Literature Review

Era Z, too known as Era Z, is the era born between the mid-1990s and early 2010s. The precise date depends on the creator's choice, but from 1995 he 2010 is the foremost common. Gen Z has been called the primary genuine "digital native" era since they were born and raised in an advanced and mechanical environment and learned to utilize innovation and social media intelligent from an early age (Lanier, 2017). You see like an innovation fiend. Individuals of this era are too known as "Generation Z," "post-millennials," or "iGen" (Magano et al., 2020).

Era Z can be partitioned into two bunches: those who are still in school and those who are fair beginning out. This era shows up to be propelled by finding dream occupations and openings to create their aptitudes (Magano et al., 2020), changing occupations more as often as possible than past eras and trusting that something will happen. It is recommended that they think they

would be fulfilled without it. They are prepared to alter rapidly (Csiszárík Kocsir and Garia-Fodor, 2018). Other components for this gather to incorporate accomplishments, openings for headway, compensation increments, significant work, and great groups (PR Newswire, 2014; Csiszárík-Kocsir & Garia-Fodor, 2018). A think about conducted by Hariris found that Gen Z could be a imaginative, exceedingly driven and sure era (Pineda, 2020). This comprehensive see of a life gives Gen Z a one-of-a-kind viewpoint for understanding others whereas endeavoring to remain genuine to themselves, their values and objectives. At the same time, we must be reasonable and acknowledge what we are given (Scholz, 2019).

However, in another survey conducted by Randstad, it was shown that Gen Z mostly chose not to continue their work in the company where they work rather than being unhappy (Kim, 2022). The term healing that is often used by Gen Z refers to a way of describing how they can get out of the pressure they feel. Numerous of them endure from uneasiness and misery, which influence their work execution. In truth, the essential desire of Gen Z pioneers is to require care of their possess well-being and mental health. Therefore, organizations and leaders must create cultures, practices, and resources that support Gen Z's mental health.

According to Deloitte's 2022 Era Z and millennials demonstrated that stretch and uneasiness remained tall among both eras, particularly among youthful individuals. And, as highlighted in a little board of subjective online interviews with 15 Gen Z and millennials in five nations in April, encourage financial and geopolitical stuns this year are, likely to as it were compound an as of now troublesome situation.

In a Deloitte overview of more than 23,000 individuals in 46 nations, about half of Era Z, less than 4 in 10,000, said they felt pushed or on edge. The study too uncovered deep-rooted isolates among Era Z on these issues. Less than two-fifths said mental wellbeing was their beat concern (in conjunction with identity in family/social connections). And one-fifth of Gen Z respondents said their generation's mental wellbeing was one of the greatest challenges confronting society, after the taken a toll of living, climate alter and the request for jobs.

Work stretch is how an individual reacts to a physically and mentally undermining environment (Jamal, 2007). Work stretch may be a perilous physical and mental reaction that happens when work demands don't coordinate the worker's capabilities. Within the brief term, not taking the working environment stretch seriously can make workers discouraged, irate and less profitable. Over time, workers ended up incapable to manage with push, gotten to be incapable to work for the organization and quit.

Numerous things can be activated by push, counting human generation, physical and mental wellbeing, outrage and different mental states (Greenberg & Barron, 2008). Work environment stretch can be an issue and indeed jeopardize your wellbeing. Misery can happen anyplace, at the domestic, at school, at work. Work environment push can be caused by work clashes, errors or mental issues (Barney & Elias, 2010). Hence, work push can decrease inspiration and work execution (Yozgat et al., 2013). A few analysts have found that work push can increment inspiration and increment or diminish execution (Lin et al., 2020).

According to Dahlan (2018:54) In general, success can be understood as the legitimate work done by a person in a job to obtain the direction of the company just like expertise and obligation. Pay attention to trends and trends. Mangkunegara (2013: 67) argues that ensuring performance results in qualitative and quantitative work performed by our employees when

they perform their duties in accordance with the work assigned to them. According to Cashmere (2016: 182) Success is the result of work and how to work. When performance is based on results, what we see are the quantity and quality of what a person produces. For example, an individual's ability to sell a particular product. According to Winardi in Dahlan (2018: 54), we define performance as a track record of success as a result of performing certain tasks or activities over a period of time.

3. Method

The research method used is descriptive qualitative method with document research method or literature research, where the data collection process is carried out by researching or analyzing various research results published in various articles, journals, and statistical data, and the data obtained is taken from the results of quantitative surveys using questionnaires. Qualitative research is research to observe social behavior, humans or objects studied through natural direct observation to obtain valid information (Rahadi, 2020). According to literature research (Mestika, 2004), literature research is planned research like other research, but the source of information and the way of collecting information is by taking library materials, reading, recording and editing library materials, because it does not have to go to the field and meet sources. Information needed for research is obtained from library sources or documents.

4. Results

Gen Z and ladies have higher levels of stretch and uneasiness

Considerers have found that push and uneasiness are vital for all of these eras, but higher for Era Z than Era Y. 46,000 Gen Z detailed enduring from incessant stretch and uneasiness, with ladies detailing it influenced more than men (53% vs. 10%). 39%). Millennials, by differentiate, are her 38,000, with the littlest sexual orientation hole (41,000 females vs. 36,000 guys). The rise in women's push levels takes after final year's study and was affirmed in Deloitte's later Women @ Work 2022 study (presented in the Figure 1), where 53% of ladies said they felt looser at work compared to the past year. There was found. Straightforwardly stressed.

Financial concerns are foremost

When looking at Millennials and Gen Z's best concerns, monetary security and fetched of living concerns best the list. For those who frequently say they feel focused or on edge, 47 Gen Z and 43 millennials said the long-term budgetary future was their best concern, unaltered from final year. Another enormous issue concerns long-term monetary arranging. 42.38 final year, and wellbeing and family wellbeing now.

Problems that are hard to solve for Gen Z

Like Deloitte's 2021 The Millennial Study moreover uncovered that an slippery issue at the time was respondents' concerns approximately their claim mental wellbeing as a source of push and uneasiness. This can be the foremost imperative thing for Gen Z. Those who encounter stretch and uneasiness on a normal basis, 39% of them said stressing approximately their mental wellbeing was the most cause of these sentiments. By and large, Gen Z positioned him fourth (19%) for mental wellbeing issues among his peers, and Millennials positioned him ninth.

Respondents are moreover well mindful of the significance of mental wellbeing. When inquired which perspectives of their lives are their best need, Gen Z (28%) positioned mental wellbeing to begin with, well ahead of physical wellbeing (19%). Mental and physical wellbeing are of most extreme significance to millennials (22%).

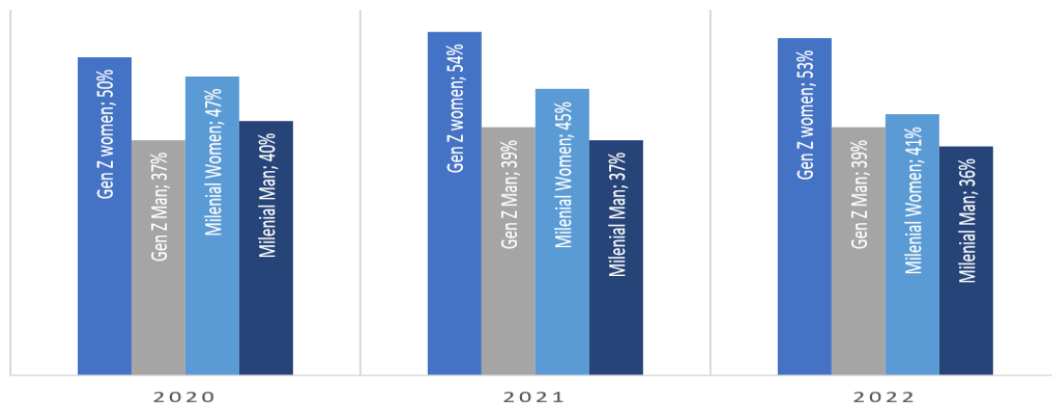


Figure 1. Comparison of stress levels from 2020 - 2022

Burnout is prevalent in both generations

Two a long time into the widespread, burnout rates among Gen Z and millennials stay tall. In reality, 45% of Gen Z respondents and 45% of millennials said they feel overpowered by work environment weights and requests (presented in the Figure 2).

Steadiness could be a huge issue for managers as many stopped their occupations to grasp the primary alter. At long last, 44 of her Gen Z and 43 of her Millennials demonstrated that numerous cleared out their organizations due to employment issues, demonstrating that Gen Z and Millennials have changed organizations within the past two a long time. I was. Previous representative. Burns happen in each era. In any case, the study found that about a quarter of millennials and a fifth of millennials accept their bosses are less dynamic or taking activity on the issue. found. at your company

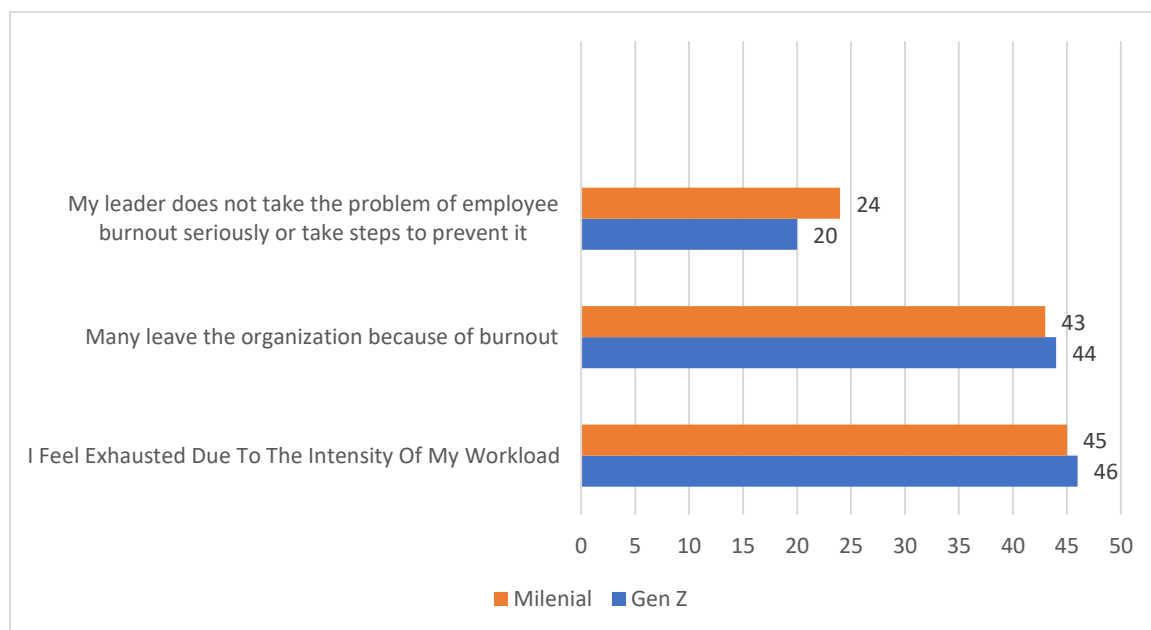


Figure 2. Percentage who agreeing with the following statements

Flexible working: expectations, opportunities and challenges

Changes in working conditions offer openings to decrease a few stressors, particularly to move forward work-life adjust. Work-life adjust is the foremost vital figure for Gen Z and Millennials when choosing a work and the organization they work for (32% and 32% separately). 39%. In truth, respondents anticipate adaptable and cross breed ways of working to ended up the standard post-pandemic.

When it comes to favored ways of working, particularly area, a larger part of Gen Z (75%) and millennials (76%) lean toward to part their time between working from domestic and onsite, or working from domestic totally. . In any case, this rate is altogether higher than those right now able to work adaptably (as it were 49% of Gen Z and 45% of millennials said they would work remotely for at slightest an amplified period of time). Individuals who worked remotely amid the widespread are remaining together, sparing cash, liberating up time for other things that matter to them, investing time with family, and appearing a more bona fide side of work. It has numerous benefits such as making you are feeling like you've. Got a positive state of mind yourself. Influences mental wellbeing. Gen Z and Y are moreover inquisitive about work environment adaptability. When inquired which steps, they consider to be the foremost imperative for making strides their working lives, both eras positioned adaptable working hours first (Gen Z 17%, millennials 19%), ahead of plan Transitory (13% and 15%), and positioned distant behind. work. specialists (12% and 14%). Whereas the investigate highlights the benefits of adaptable and crossover working in terms of representative engagement and mental wellbeing, it too highlights the issues that can emerge in case not overseen.

One-fifth of Gen Z and millennials who work flextime say they battle to associate with colleagues, and as it were those beneath 15 say they battle to discover exhortation and back was.

5. Conclusions and Suggestions

The one-of-a-kind characteristics and behaviors of the most recent era to enter the labor advertise make managing with Gen Z within the work environment and within the workforce a major challenge. In spite of the fact that the number of distributions on this theme has expanded, largely due to the changing patterns in 2022, there's a relative require not as it were to recognize that alter is coming, but too to begin adjusting presently. Has completed. As modern age bunches enter society, companies and representatives are confronting changes in work inspiration and corporate culture. Subsequently, the part of HR administration is critical to effectively propelling and adjusting to the unused ordinary within the working environment. Coordination modern eras into the working environment influences both the proficient and social settings in which representatives construct their careers. Person trade destinations, legitimate structures and corporate culture offer assistance us make choices, and strategies and strategies must not be modified or refined.

Working environment innovation, on the other hand, may point to characterize how organizations are or ought to be arranged for an advanced change within the work environment driven by tech-savvy Gen Z. I have. On the one hand, analyzing data is fun. Era Z authority aptitudes and how they are passed on to future eras. On the other hand, it is curiously to look at the information and abilities of Gen Z pioneers and how they are passed on to the following generation.

References

- 1) Ali, H. (2022, 06). Gen Z Millennial 2-0 Perbedaan Karakter dan Perilakunya. Retrieved from alvara-strategic.com/: <https://alvara-strategic.com/gen-z-millennial-2-0-perbedaan-karakter-dan-perilakunya/>
- 2) Amabile, T.M., & Pratt, M.G. (2016). The dynamic componential model of creating and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36(1), 157-183. DOI: 10.1016/j.riob.2016.10.001.
- 3) Annur, C. M. (2022, 6 29). Gen Z Lebih Banyak Merasa Cemas Dibanding Milenial dan Gen X. Retrieved from databoks.katadata.co.id: <https://databoks.katadata.co.id/datapublish/2022/06/29/gen-z-lebih-banyak-merasa-cemas-dibanding-milenial-dan-gen-x>
- 4) Annur, C. M. (2023, 01 17). Ini Faktor yang Membuat Gen Z Resign dari Tempat Kerja. Retrieved from <https://databoks.katadata.co.id/>: <https://databoks.katadata.co.id/datapublish/2023/01/17/ini-faktor-yang-membuat-gen-z-resign-dari-tempat-kerja>
- 5) Annur, M. C. (2022, 8 24). Survei: Masalah Prospek Pekerjaan dan Karier Paling Bikin Stress Gen Z dan Milenial. Retrieved from databoks.katadata.co.id: <https://databoks.katadata.co.id/datapublish/2022/08/24/survei-masalah-prospek-pekerjaan-dan-karier-paling-bikin-stress-gen-z-dan-milenial>
- 6) Bonneville-Roussy, A., Evans, T., Verner-Filion, J., Vallerand, R.J., & Bouffard, T. (2017). Motivation and coping with the stress of assessment: Gender differences in outcomes for university students. *Contemporary Educational Psychology*, 48(2017), 28-41. DOI: 10.1016/j.cedpsych.2016.08.003.
- 7) Barney, C.E., & Elias, S.M. (2010). Flex-time as a moderator of the job stress-work motivation relationship: A three nation investigation. *Personnel Review*, 39(4), 487-502. DOI: 10.1108/004834810110.45434.
- 8) Carnegie, M. (2023, February 17). Are gen z the most stressed generation in the workplace. Retrieved from [bbc.com](https://www.bbc.com/worklife/article/20230215-are-gen-z-the-most-stressed-generation-in-the-workplace): <https://www.bbc.com/worklife/article/20230215-are-gen-z-the-most-stressed-generation-in-the-workplace>
- 9) Cerasoli, C.P., Nicklin, J.M., & Nassar Elmergawi, A.S. (2016). Performance, incentives, and needs for autonomy, competence, and relatedness: A meta-analysis. *Motivation and Emotion*, 40(6), 781-813. DOI: 10.1007/s11031-016-9578-2.
- 10) Cigna. (2022). Cigna 360 Global Well being Survey. Retrieved from [cigna.com](https://www.cigna.com.hk/iwov-resources/docs/Cigna-360-Global-Well-being-Survey.PDF): <https://www.cigna.com.hk/iwov-resources/docs/Cigna-360-Global-Well-being-Survey.PDF>
- 11) Csiszárík-Kocsír, Á, and Garia-Fodor, M. (2018). Motivation analysis and preference system of choosing a workplace as segmentation criteria based on a country wide research result focus on generation of Z. *J. Model New Eur.* 27, 67–85. doi: 10.24193/OJMNE.2018.27.03
- 12) Dahlan. (2018). *Kepemimpinan Di Era Otonomi Daerah*, Edisi 1, Bandung: CV. Mujahid Press.
- 13) Deloitte. (2022, May). *deloitte 2022 genz millennial mh whitepaper*. Retrieved from [deloitte.com](https://www2.deloitte.com/content/dam/Deloitte/global/Documents/deloitte-2022-genz-millennial-mh-whitepaper.pdf): <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/deloitte-2022-genz-millennial-mh-whitepaper.pdf>

- 14) Fischer, C., Malycha, C.P., & Schafmann, E. (2019). The influence of intrinsic motivation and synergistic extrinsic motivators on creativity and innovation. *Frontiers in Psychology*, 10, 37. DOI: 10.3389/fpsyg.2019.00137.
- 15) Gangster, D.C., Kiersch, C.E., Marsh, R.E., & Bower, A. (2011). Performance-based rewards and work stress. *Journal of Organizational Behavior Management*, 31(4), 221-235. DOI: 10.1080/01608061.2011.619388.
- 16) Greenberg, J., & Barron, R.A. (2008). *Behavior in Organizations*, 9th edition. New Jersey: Pearson Education.
- 17) Hasibuan, Malayu SP. (2001). *Manajemen Sumber Daya Dasar dan Kunci Keberhasilan (Edisi Revisi)*. Cetakan Ketiga. PT. Bumi Aksara, Jakarta.
- 18) JakPat. (2022). Alasan Responden Gen Z Resign dari Tempat Kerja. Retrieved from jakpat.net
- 19) Jamal, M. (2007). Job stress and job performance controversy revisited: An empirical examination in two countries. *International Journal of Stress Management*, 14(2), 175-187. DOI: 10.1037/1072-5245.14.2.175.
- 20) Kasmir. (2016). *Manajemen Sumber Daya Manusia (teori dan praktek)*, Depok: Rajagrafindo Persada
- 21) Kim, YeEun. (2022). Gen Z and Millennials Prefer To Be Unemployed Than Be Unhappy at Work. <https://www.yahoo.com/entertainment/gen-z-millennials-prefer-unemployed-083121630.html>
- 22) Korkmaz, A.C., & Ipekci, N.N. (2015). Motivation in nursing education: Intrinsic and extrinsic motivation resources of students. *Journal of Health and Nursing Teacher*, 33(12), 978-982.
- 23) Lanier, K. (2017). 5 things HR professionals need to know. *Strategic HR Rev.* 16, 288–290. doi: 10.1108/SHR-08-2017-0051
- 24) Lemos, M.S., & Verissimo, L. (2014). The relationships between intrinsic motivation, extrinsic motivation and achievement along elementary school. *Procedia-Social and Behavioral Science*, 112(2014), 930-938. DOI: 10.1016/j.sbspro.2014.01.1251.
- 25) Lin, X.J., Zhang, C.Y., Yang, S., Hsu, M.L., Cheng, N, Chen, J., & Yu, H. (2020). Stress and its association with academic performance among dental undergraduate students in Fijian, China: a cross-sectional online questionnaire survey. *BMC Medical Education*, 28: 18. DOI: 10.1186/s12909-020-02095-4.
- 26) Magano, J., Silva, C., Figueiredo, C., Vitória, A., Nogueira, T., and Pimenta Dinis, M. A. (2020). Generation Z: fitting project management soft skills competencies—A mixed-method approach. *Educ. Sci.* 10:187. doi: 10.3390/educsci10070187
- 27) Mangkunegara, Anwar Prabu. 2000. *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosdakarya.
- 28) Mangkunegara, Anwar Prabu. 2005. *Perilaku dan Budaya Organisasi*. Bandung: Refika Aditama
- 29) Mangkunegara, A.P. 2016. *Manajemen sumber daya manusia perusahaan*. PT. Remaja Rosdakarya.
- 30) Mestika, Zed. 2004. *Metode Penelitian Kepustakaan*, Jakarta: Yayasan Obor Indonesia, Cet. ke-1
- 31) Munandar, A S. 2008, *Psikologi Organisasi*. Pustaka Utama Grafiti. Jakarta.

- 32) Niedhammer I., Chastang, J. F., Sultan-Taieb, H., Vermeylen, G., & Parent-Thirion, A. (2012). "Psychosocial work factors and sickness absence in 31 countries in Europe." *European Journal of Public Health*, 23(4), 622–629.
- 33) Pineda, Khrysgiana. (2020). Generation Create? Gen Z might be the most creative generation yet, poll says. <https://www.usatoday.com/story/news/nation/2020/08/18/generation-z-may-most-creative-yet-study-says/5589601002/>
- 34) PR Newswire (2014). Gen Y and Gen Z Global Workplace Expectations Study. Workplace Intelligence Website. Available online at: <https://www.proquest.com/wire-eds/millennial-branding-randstad-us-releasefirst/docview/1558861958/se-2?accountid=14568>
- 35) Rahadi, D. R. (2020). *Konsep Penelitian Kualitatif Plus Tutorial Nvivo*. Bogor: Penerbit PT. Filda Fikrindo
- 36) Rivai V, 2006. *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori Ke Praktik*, Edisi Pertama. Penerbit PT. Raja Grafindo Persada, Jakarta.
- 37) Robbins, Stephen P. dan Timothy A. Judge. 2008. *Perilaku Organisasi Buku 1 Edisi 12*. Jakarta: Salemba Empat.
- 38) Scholz, C. (2019). "The Generations Z in Europe – an introduction," in *Generations Z in Europe (The Changing Context of Managing People)*, eds C. Scholz and A. Rennig (Bingley: Emerald Publishing Limited), 3–31.
- 39) Yozgat, U., Yurtkur, S., & Bilginoglu, E. (2013). Job stress and job performance among employees in the public sector in Istanbul: Examining the moderating role of emotional intelligence. *Procedia-Social and Behavioral Sciences*, 75(2013), 518-524. DOI: 10.1016/j.sbspro.2013.04.056.