

ABSTRACT

This study aims to identify the most important work motivation factors for Generation Z, which can serve as a strong foundation for practical decision-making to determine strategies for employers in attracting and retaining Generation Z employees who will dominate the workforce in Indonesia in the future. A mixed methods approach was used in this research. Quantitative instrument, the Multidimensional Work Motivation Scale (MWMS), was employed, along with qualitative interviews. The study involved 293 employees as questionnaire respondents and 5 employees as interviewees. Based on the empirical findings, it can be concluded that both intrinsic and extrinsic motivation factors are important for Generation Z. The findings of this study indicate that the primary motivational factors for Generation Z employees cannot be simplified into a single category or limited to a specific dimension. The quantitative and qualitative results show differences in dominant motivational factors, yet both provide valuable insights. Flexibility in work arrangements was also identified as an important motivational factor. Culture and the work environment in Indonesia play a significant role in influencing the work motivation of Generation Z. Companies need to adopt a holistic approach that considers individual needs and the work environment to effectively motivate Generation Z employees. By understanding the individual context, culture, and regional differences, companies can design suitable motivation strategies to enhance the performance and engagement of Generation Z employees with digital skills. This study is the first of its kind to specifically examine work motivation among Generation Z using a mixed methods approach with the Multidimensional Work Motivation Scale (MWMS) in the Asian context of Indonesia.

Keywords: *Work Motivation, Digital Competence, MWMS Scale (Multidimensional Work Motivation Scale), Generation Z*

FEB UNDIP