

Transformation of Generation Z Work Motivation through Information Transparency, Performance Recognition, and Technology Support in Palembang Telecommunication Industry in Indonesia

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ABSTRACT

This study explores the influence of information transparency, performance recognition, and technology support on the work motivation of Generation Z employees in the telecommunication industry in Palembang, Indonesia. Using a quantitative approach, data were collected from 48 respondents through a structured questionnaire with a Likert scale of 1 to 5 and analyzed using SPSS version 26. The findings indicate that all three factors significantly and positively impact work motivation, with technology support emerging as the strongest predictor. The results highlight the importance of fostering transparent communication, implementing effective recognition systems, and providing advanced technological tools to engage and motivate Generation Z employees. These insights offer valuable implications for human resource strategies in the telecommunication sector.

Keywords: Generation Z, Work Motivation, Information Transparency, Performance Recognition, Technology Support

1. INTRODUCTION

The emergence of Generation Z in the workforce is reshaping organizational dynamics, as this cohort brings unique expectations and values shaped by their digital upbringing, making it essential for organizations aiming to attract and retain these employees to understand their characteristics. Gen Z places high importance on transparency and ethical practices, valuing open communication and workplaces that align with their moral standards [1]. Mental health and well-being are also priorities for this generation, who often report lower satisfaction levels compared to previous cohorts and expect employers to actively support their mental well-being [2]. Additionally, growing up in a digital world has led to an expectation of seamless technological integration in their work environments, which significantly influences their productivity and engagement [1]. Motivational drivers for Gen Z include career development opportunities, as they seek continuous learning and skill development and value organizations that invest in their professional growth [1]. Furthermore, a strong commitment to diversity and inclusion is crucial, as they expect workplaces to reflect varied perspectives and backgrounds [3].

In the telecommunication industry of Palembang, Indonesia, Generation Z employees play a pivotal role in fostering innovation and sustaining competitive advantage, necessitating a shift in traditional motivational strategies to align with their values and technological adeptness. As digital natives, they have grown up in a digital environment, making them proficient in technology and adaptable to rapid changes [4]. They prioritize workplace cultures that reflect their values, including diversity, inclusion, and sustainability [5]. Motivational strategies such as offering job crafting and flexible work arrangements can enhance job satisfaction and retention [6], while robust career

advancement opportunities and mentorship programs are crucial for meeting their high expectations [7]. Additionally, effective employer branding that emphasizes social and economic values, along with leveraging social media to communicate job benefits and engage potential applicants, can attract and retain Generation Z talent [5].

This study investigates the interplay between three pivotal factors—information transparency, performance recognition, and technology support—and their influence on Generation Z's work motivation in the telecommunication industry of Palembang. Information transparency, encompassing open communication and access to organizational information, is crucial in building trust and aligning employees with corporate objectives. Performance recognition, involving acknowledgment of individual contributions and achievements, fosters a sense of value and belonging. Technology support, which includes access to advanced tools and digital resources, enhances productivity and aligns with Generation Z's digital fluency. Despite growing research on Generation Z in the workplace, limited studies have explored the specific motivational drivers in the telecommunication sector within the Indonesian context. By addressing this gap, the current study provides valuable insights into how organizations can create an environment that nurtures and sustains Generation Z's motivation, ultimately enhancing organizational performance.

2. LITERATURE REVIEW

2.1 *Generation Z in the Workforce*

Generation Z, characterized by their digital-first mindset, brings unique traits and expectations to the workplace, valuing rapid communication, work-life balance, and meaningful work, which significantly influence their motivation and engagement. As digital natives, they exhibit a high reliance on digital tools for communication and efficiency [8]. They prioritize flexibility and work-life balance, often seeking employers who offer adaptable work arrangements [9]. Furthermore, they are motivated by roles that provide purpose and align with their values, emphasizing the importance of social recognition and career development opportunities [10], [11]. To effectively manage this cohort, organizations must foster transparent communication, providing instant feedback to meet their expectations [3]. Career development initiatives focusing on innovative tasks and recognition mechanisms can stimulate their intrinsic motivation. Additionally, recognizing the diversity within Generation Z, organizations can tailor strategies to accommodate their varied work values and preferences [11].

2.2 *Work Motivation*

Work motivation is essential for enhancing employee engagement, performance, and retention, particularly for Generation Z in the telecommunication sector, as this demographic increasingly values intrinsic rewards, such as meaningful work and alignment with organizational values, over traditional extrinsic motivators. Intrinsic motivation, driven by tasks that provide a sense of purpose, creativity, and autonomy, is crucial for fostering personal fulfillment among Generation Z employees [11]. While extrinsic motivators like salary and benefits remain important, they are often insufficient alone, with recognition and opportunities for growth playing a pivotal role in enhancing engagement [7]. Research highlights a strong correlation between motivation and employee performance, with studies showing that 56% of employee

performance can be attributed to motivational factors [6]. Organizations that create a motivating environment aligned with these needs can significantly improve overall performance and success [12]. Moreover, Generation Z prioritizes alignment with organizational values and seeks recognition for their contributions, being less driven by traditional rewards and more by the impact of their work [13].

2.3 Information Transparency

Information transparency is crucial for fostering trust and engagement within organizations, particularly in dynamic sectors like telecommunications, as transparent practices align individual efforts with organizational goals and enhance employee motivation, especially among Generation Z, who prioritize honesty and clear expectations in their professional relationships [14]. Transparency builds trust, encouraging employees to commit to organizational visions and increasing overall productivity [15]. Open communication about goals and performance fosters a sense of belonging and motivation among employees, which is vital in fast-paced industries [15], [16]. However, transparency also poses challenges, such as the risk of information overload, which can lead to confusion and decreased productivity, emphasizing the need for a balanced approach [15]. Additionally, the complexities of maintaining transparency in rapidly changing industries require ongoing adaptation and strategic communication efforts [17].

2.4 Performance Recognition

Performance recognition is crucial for enhancing employee motivation and job satisfaction, particularly among Generation Z, who favor immediate and personalized feedback. Research indicates that effective recognition practices lead to improved performance and retention rates across various sectors, including education and creative industries. Recognition significantly boosts employee performance, with studies showing a strong correlation between recognition and job outcomes. For example, a study in Kenyan schools found that recognition accounted for 77% of performance variation among teachers [18], while in universities, recognition practices were linked to enhanced staff performance, emphasizing the need for a culture that publicly acknowledges achievements [19]. Generation Z employees prioritize specific, frequent recognition tied to their performance, as shown in research from Jakarta's creative industries, where job recognition positively impacts job satisfaction and loyalty [20]. Tailored recognition strategies that include development opportunities are essential for engaging Generation Z, as they seek both acknowledgment and career growth [20].

2.5 Technology Support

Technology support plays a crucial role in enhancing employee productivity and innovation, particularly for Generation Z, who view technology as integral to their identity. Research indicates that organizations investing in advanced technology not only improve operational efficiency but also align with the aspirations of younger employees for innovative work environments. Access to advanced technology significantly boosts productivity by streamlining processes and reducing job-related stress [21]. Organizations that embrace technological advancements demonstrate a

commitment to innovation, appealing to Generation Z's desire for forward-thinking workplaces [21], [22]. Additionally, technology support can mitigate technostress by fostering social support among employees [23]. Enhanced communication tools further facilitate collaboration, which is particularly vital in high-demand sectors like telecommunications.

2.6 Theoretical Framework and Hypotheses Development

This study draws upon Herzberg's Two-Factor Theory and Self-Determination Theory (SDT) to explore the motivational dynamics of Generation Z. Herzberg's theory emphasizes the importance of intrinsic motivators, such as recognition and achievement, while SDT highlights autonomy, competence, and relatedness as core psychological needs [24]. Based on these frameworks, the following hypotheses are proposed:

H1: Information transparency positively influences Generation Z's work motivation.

H2: Performance recognition positively influences Generation Z's work motivation.

H3: Technology support positively influences Generation Z's work motivation.

3. METHODS

3.1 Research Design

This study employed a quantitative research design to examine the influence of information transparency, performance recognition, and technology support on the work motivation of Generation Z employees in the telecommunication industry in Palembang, Indonesia. A structured survey was used to collect data from respondents, enabling statistical analysis to test the proposed hypotheses and establish the relationships among the variables.

3.2 Population and Sample

The population for this study comprised Generation Z employees working in telecommunication companies in Palembang. A purposive sampling technique was applied to select respondents who met the criteria of being Generation Z employees (born between 1995 and 2010) and actively employed in the telecommunication sector. The sample size consisted of 48 respondents, which aligns with the minimum requirements for statistical analysis in small-scale quantitative studies.

3.3 Data Collection

Data were collected through a structured questionnaire distributed to the respondents, which consisted of two sections: the first section captured demographic information such as age, gender, educational background, and tenure in the organization, while the second section included items measuring information transparency, performance recognition, technology support, and work motivation. To maximize participation, the questionnaires were distributed in both physical and electronic formats.

3.4 Data Analysis

The collected data were analyzed using SPSS version 26 through several steps: descriptive statistics were used to summarize demographic characteristics and provide an overview of the variables; reliability analysis involved calculating Cronbach's alpha to assess the internal consistency of the measurement scales; correlation analysis examined the relationships between the independent variables and the dependent variable; and multiple regression analysis tested the hypotheses to

determine the extent to which information transparency, performance recognition, and technology support influenced work motivation.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

The demographic profile of the 48 respondents indicated that 54% were male and 46% were female. The majority of respondents held a bachelor's degree (67%), while the remainder had diplomas (33%). The average tenure of respondents in the telecommunication sector was 2.5 years, reflecting a relatively young workforce predominantly composed of early-career professionals.

Descriptive statistics revealed high mean scores for the studied variables, indicating positive perceptions among respondents: Information Transparency (Mean = 4.12, SD = 0.58), Performance Recognition (Mean = 4.08, SD = 0.61), Technology Support (Mean = 4.15, SD = 0.55), and Work Motivation (Mean = 4.18, SD = 0.52). These findings suggest that Generation Z employees in the telecommunication sector in Palembang generally perceive their workplace environment, recognition systems, and technological support as favorable, contributing to their overall motivation.

4.2 Reliability Analysis

Cronbach's alpha values for all variables exceeded the recommended threshold of 0.70, indicating high internal consistency and reliability, with scores of 0.814 for Information Transparency, 0.841 for Performance Recognition, 0.867 for Technology Support, and 0.884 for Work Motivation.

4.3 Correlation Analysis

Correlation analysis revealed significant positive relationships between the independent variables and work motivation, with Information Transparency showing a correlation of $r = 0.622$ ($p < 0.01$), Performance Recognition at $r = 0.696$ ($p < 0.01$), and Technology Support demonstrating the strongest correlation at $r = 0.741$ ($p < 0.01$).

4.4 Multiple Regression Analysis

The multiple regression model was significant ($F = 24.672$, $p < 0.01$), with an R^2 value of 0.68, indicating that 68% of the variance in work motivation could be explained by the independent variables. The regression coefficients showed significant positive impacts from Information Transparency ($\beta = 0.272$, $t = 3.127$, $p < 0.01$), Performance Recognition ($\beta = 0.325$, $t = 3.582$, $p < 0.01$), and Technology Support ($\beta = 0.419$, $t = 4.221$, $p < 0.01$), with Technology Support emerging as the strongest predictor of work motivation.

Discussion

1. The Role of Information Transparency in Work Motivation

The findings support the hypothesis that information transparency positively influences work motivation (H1). Generation Z employees value open and clear communication as it builds trust and fosters a sense of belonging. These results align with previous studies, such as [25], [26], which emphasize the importance of transparency in aligning individual and organizational goals. In the dynamic telecommunication industry, transparent communication reduces uncertainty and motivates employees to contribute effectively.

2. The Impact of Performance Recognition on Work Motivation

The study confirmed that performance recognition significantly enhances work motivation (H2). Generation Z employees seek acknowledgment for their contributions, as recognition reinforces their sense of value and achievement. This finding is consistent with [14], [26], [27], who highlighted that timely and specific recognition is a key driver of employee satisfaction and

engagement. Organizations in the telecommunication industry must adopt robust recognition programs to sustain motivation and retain talent.

3. The Influence of Technology Support on Work Motivation

Technology support emerged as the most influential factor affecting work motivation (H3). This result underscores Generation Z's reliance on advanced digital tools to enhance productivity and streamline tasks. Previous research by [14], [28] similarly emphasized the role of technology in reducing job-related stress and promoting innovation. In the telecommunication sector, where technological advancement is critical, providing adequate support systems aligns with Generation Z's expectations and boosts their motivation.

4. Theoretical Implications

The study's findings align with Herzberg's Two-Factor Theory and Self-Determination Theory (SDT), highlighting the importance of intrinsic motivators such as transparency, recognition, and technological enablement. These factors address the core psychological needs of autonomy, competence, and relatedness outlined in SDT, providing a holistic understanding of what drives Generation Z's work motivation.

5. Practical Implications

Organizations in the telecommunication industry should prioritize strategies that promote transparency, implement effective recognition programs, and invest in advanced technological infrastructure. By doing so, they can create an environment that resonates with Generation Z employees, enhancing their motivation and overall performance.

CONCLUSION

This study highlights the crucial role of information transparency, performance recognition, and technology support in shaping the work motivation of Generation Z employees in the telecommunication industry in Palembang, Indonesia. The findings demonstrate that information transparency builds trust and aligns individual efforts with organizational goals, significantly enhancing motivation, while performance recognition reinforces employees' sense of value and belonging, driving higher engagement and satisfaction. Technology support emerged as the most influential factor, reflecting Generation Z's reliance on digital tools to boost productivity and adapt to organizational needs. The study provides theoretical validation for Herzberg's Two-Factor Theory and Self-Determination Theory by emphasizing intrinsic motivators relevant to Generation Z. Practically, it underscores the necessity for organizations to adopt targeted strategies that align with Generation Z's expectations to foster a motivated and high-performing workforce. Future research should broaden the scope to include other industries and regions for greater generalizability.

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