Motivation of Generation Z at Work

Bambang Septiawan [1], Endah Masrunik [2]

[1,2] *Universitas Islam Balitar Blitar*

INFO ARTIKEL	*Abstract*
Sejarah Artikel: Diterima : 2020 Diperbaiki : 2020 Disetujui : 2020	*This study aims to analyze the work motivation of Sultan Coffee employees in line with the main theories, process theories, and contemporary theories. The subjects of this research were 4 employees of Sultan Coffee, who were classified as Gen Z. This research is qualitative and focuses on descriptive description because it aims to test the theory mentioned earlier. The results of the study show that the work motivation of the Z generation of sultan coffee employees is proven to be in accordance with the three theories. Specifically to fulfill their interests, the work environment is full of peers, and to carry out the mandate of their teacher.*
Keywords: Motivation, Generation Z, Work Motivation	
	Abstraks
Kata Kunci: Motivasi, Generasi Z, Motivasi Kerja **DOI:**	Penelitian ini bertujuan untuk menganalisis tentang motivasi kerja karyawan sultan coffee sejalan dengan teori utama, teori proses, dan teori kontemporer. Subjek penelitian ini adalah karyawan sultan coffee yang tergolong genrasi Z berjumlah empat orang. Penelitian ini termasuk kualiatif dan berfokus pada penjabaran descriptif karena bertujuan untuk menguji teori yang telah disebutkan tadi. Hasil penelitian menjunjukkan jika motivasi kerja generasi Z pada karyawan sultan coffee tebukti sesuai dengan ketiga teori tersebut. Khususnya untuk memenuhi minat mereka, lingkungan kerja penuh dengan teman sebaya, dan untuk menjalankan amanah dari guru mereka.
Korespondensi: *Nama: Bambang Septiawan* *Email: okbamz@gmail.com*	

INTRODUCTION

Human Resources (HR) Management plays a very important role in achieving an organizational goal. HR is the ability to think and work by humans that are existed in them, which must be explored, nurtured, developed to produce many benefits for other humans. Human Resource Management (HRM) is a scheme to take advantage of human resources appropriately and on target by planning, mobilizing and controlling all values which become human power in achieving goals (Sedarmayanti, 2017). Therefore, existing human resources must be managed as well as possible, so that employees' work productivity can be maximized.

Employees are one of the most vital assets and capital in the company. Every employee has provisions that they already have either before being recruited or after being trained which can later be used for the progress of the organization or company (Septiawan, 2018).

Management of employees plays a significant role in the company. Moreover, there have been many changes that have occurred today, especially in the fields of technology and technical work. In the end, the grouping of employees based on their areas of expertise and typical work needs to be carried out by the organization or company.

The division of employee abilities based on the types of age, gender, expertise and motivation really needs to be understood and considered by the organization or company to achieve its goals. The organization is a consciously coordinated social unit, consisting of two or more people who work relatively and sustainably to achieve certain goals (Robbins & Judge, 2013). Match between organizational goals and division at the employee level is an absolute must, because employees are human beings and as the prime mover to achieve company targets other than machines and technology. Humans are the key, technology can be bought and duplicated, but humans are not (Luthan, 2011). Thus, employee management is necessary for a major achievement in an organization or company.

Based on the cross generations, employees can be divided into baby boomers born 1946-1960, generation X born 1961-1980, generation Y born 1981-1994, generation Z born 1995-2010 and alpha generation born 2011- present. Certainly, from age differences and background of different experiences, different facts will certainly lead to different facts when workings, one of them are in terms of motivation. The Research (Darpita, 2016) explains that there are differences in motivation in generation Y, generation Z, and the baby boomers generation. Some prove that generation Y prefers intrinsic factors to extrinsic factors, which contradicts modern-day assumptions. Then Kirchmayer, & Fratričová (2020) describe that generation Z's motivation is a balance of life and work, as well as flexibility in working time. The results of this study have proven that there are differences in work motivation across generations.

This difference in motivation is certainly not a barrier to achieve organizational goals. Even though the motivation appears differently, if a manager has good employee managerial skills, thus this difference will be a great opportunity for efficiency of company or organizational goals. This can all be realized if the manager knows the work character of each generation and is able to divide the work according to the abilities and motivations that have been mentioned across generations. Thus, the performance achieved by employees will be increasingly.

In modern era like now, many businesses have developed, especially the one interested to the most of those belonging to generation Z, namely the packaged coffee business. Sultan Coffee under the auspices of CV. Bahrul Maghfiroh is also in the business. However, the manager applies a special trick, namely taking employees from generation Z to the Sultan Coffee unit, by assuming relevance to the era and the current generation's high interest in coffee drinks. Furthermore, if generation Z becomes employees, it is expected that they can improve their performance at Sultan Coffee because of their motivation. The details of what kind of motivation Generation Z at work will be discussed in this study. Based on the description above, the research objectives can be formulated to determine the motivation of Generation Z in working at Sultan Coffee from the perspective of main motivation theory, process theory and contemporary theory.

The objectives of this research can be divided into two statementss. First, theoretically this research can be used as a reference about the scientific repertoire, especially in the field of motivation affiliated with generation Z at work. Second, practically it can be applied as material for analysis and reference for Sultan Coffee CV. Bahrul Maghfiroh management to take steps and policies in order to improve the efficiency and performance of their employees.

The conceptual framework in this study states that work motivation is not only a single understanding and theory. However, motivation is constructed from three main aspects, namely main theory, process theory and contemporary theory. Starting from the personal generation Z to work which is classified based on the description of the three theories that have been mentioned. Then, the theories which have been classified and indicated according to generation Z as research subjects analyzed and elaborated each other. Thus, researchers will get a comprehensive understanding to describe the motivation of Generation Z at work.

Work motivation is something that can generate enthusiasm or encouragement to work by individuals or groups towards work in order to achieve goals. Employee work motivation is a condition that makes employees have the will or need to achieve certain goals through the implementation of tasks. Employee work motivation will increase energy to work or direct activities during work, and cause an employee to know that there are goals that are relevant between organizational goals and personal goals.

Herzberg in Muchlas (2008) argues that there are two extrinsic and intrinsic factors that affect a person's work. Included in extrinsic factors (hygienes) are interpersonal relationships between superiors and subordinates, supervision techniques, administrative policies, working conditions and personal life. Meanwhile, intrinsic factors (motivators) are factors whose presence can lead to job satisfaction and increase individual performance or work results. Mc Clelland in Sunyoto (2013) argues that employees have potential energy, how this energy is released and used depends on the driving force, namely the motive and basic forces involved, their hopes and successes as well as the incentive value that lies in the goal.

Porter and lawler in Mangkunegara (2016) Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Porter and Lawler's theory states that what affects performance includes ability factors and motivation factors. Adams in Faturrochman (2002) understanding justice often emphasizes three descriptions, namely distributive justice, procedural justice, and interactional justice. According to Kelley in Sarwono (2009) attribution is a casual analysis, namely the interpretation of the causes of why a phenomenon displays certain symptoms. Several authors (Bolser and Gosciej, 2015; Robert Half, 2015) state that generation Z is "unlike any other generation that has ever been seen before, a truly global global generation", who will determine the greatest generational shift ever to take place in the workplace. Another author (Wood, 2013) admits that generation Z shares a series of characteristics with generation Y, especially in relation to their ability to adapt to the global world and use the latest technology. Robert Half (2015), who recommends itself as "the world's first and largest specialized staffing firm" drew attention to the fact that Generation Z will bring something new in terms of hope to the professional life of their prospects.

RESEARCH METHODS

The schedule in this study was carried out within 2020. The location of this research conducts at the Sultan Coffee CV. Bahrul Maghfiroh which is located on Jalan Joyo Agung No. 2 Malang City, East Java. This research is included in the qualitative domain and focuses on the interview method. The key to the qualitative interview method is the natural relationship between the interviewer and the interviewee. In addition, observations and literature studies are also carried out to strengthen the results of the descriptions and interpretations of researchers. Qualitative research methods are techniques that researchers use on natural subjects. Where the key to the research is in the researcher as the main instrument, the data collection technique is carried out in a combination of inductive data analysis, and

the results emphasize meaning rather than generalization (Sugiono, 2014).

Subjects or informants in this study are four Generation Z employees and managers of Sultan Coffee CV. Bahrul Maghfiroh. They are selected for reasons of representation from Generation Z that could be explored about their working motivations. In addition, they are still among the employees whose work experience is less than five years, especially in the coffee business. So, this will be unique when explores according to the research objectives. The data in research are generally divided into two. First, the data of this study are the words uttered by oral and gesture research informants at the time of the interview. Second, the results of observations in the form of small notes are also used as supporting (secondary) data.

The data collection technique in this study is formulated in several steps. First, interviews are conducted in a structured and spontaneous manner. The structured interview formulation and the order of the questions are made to the needs of the researcher. Thus, the focus on obtaining data will be more effective and efficient. Sometimes spontaneous interviews are also conducted to find additional important information that researchers have missed. The tools used are cell phone recorders and notes. Interviews in this study are conducted on research subjects. Second, literature study is conducted to find written sources that can be used to strengthen data analysis in this research. The literature taken in this research is books, journals and other reference materials.

Data analysis in this study used interactive analysis techniques by Miles and Huberman in Sugiono (2014). Fisrt, data collection, after the interview process is carried out. Researchers transcribe or process from audio data into written data or transcripts. Moreover, the results of the transcripts are also combined with literature studies that have been carried out and documented. So that the results obtained are much more reliable. Second, data reduction, the researcher removes parts of the transcript that are not needed in the analysis process so that the existing transcription can be used as a reference in answering the problem formulation. Third, data display, data is presented and analyzed and interpreted, so that there will be motivations carried out by the research subjects. Fourth, based on the theory described in this study, the motivation is elaborated and compared. The last, verification/drawing conclusions, after all data has been analyzed, conclusions can be drawn about the research problem. Drawing conclusions is the final part of the research results.

RESULTS AND DISCUSSION

The results of this study can be described starting from the relationship with managers who play an important role in increasing the motivation of employees. Based on the results of interviews conducted with four employees, it has been found that they have a harmonious relationship with the manager. This is indicated by good communication, frequent jokes while working, no conflicts that are too severe in the sense that everything is resolved, and targets are achieved with a relaxed work system.

When viewed by age, they are not that far away. So, what they talk about in a work environment always connects with each other. Socially and culturally they are close to the same pesantren (Islamic boarding house). Therefore, they already understand their respective characters and harmony is easy to apply in the work environment of Sultan Coffee.

For generation Z at Sultan Coffee, their motivation to work internally is to fulfill their interests and talents in entrepreneurship. Incidentally, coffee is rife as a popular beverage commodity for young people today and it is in great demand by the market in almost all market segments, even though it has different variants and types. Therefore, they are interested in honing their talents of interest at work. Three out of five employees choose those ways. Then, one employee is motivated because he wants to get social status or recognition from the community. He considers working as a barista to be proud, especially among young people. Furthermore, one other employee is motivated to develop his career. This is because he already has had a basis for work since before graduating. Moreover, these

employees are also coffee lovers and connoisseurs for a long time.

On the other hands, their internal motivation is also built from several aspects. Two employees are motivated to excel at work. They want to make Sultan Coffee's products attractive to the public and achieve high sales. The other two employees are motivated because they want to socialize with other people. For them, being able to serve customers well is a very pleasant thing. Only one employee is motivated to seek position or power. He thinks that if he gets a position it will be much easier to develop his career or increase his passion for work so that his performance can always be maximized.

Performance is a reference for how well employees work to meet the given workload. There were three employees of Sultan Coffee who states that if they are given a job that is in accordance with their interests and abilities as well as there are clear targets, they would be much more motivated to work. They think they only need to hone what they already have and don't need to start from scratch to learn. Furthermore, each person is more motivated if they only get a job that matches their interests and abilities or if there is a clear target. They only choose one factor because they think developing abilities is faster than starting it. Further, the target for them is something that makes it challenging to achieve with the creativity and innovation that is pursued.

Then, in addition to their targets, they are also very motivated if they are given the task to achieve high quality of the products created. Quality for them is something that needs to be achieved in order to make customers satisfied with their work, as well as quality that will make them known by customers. Besides, there are also employees who have more motivation if they can comply with applicable regulations. He thinks that obeying the rules makes him more active to work optimally.

Fairness from a work perspective is absolutely necessary to motivate employees and improve their performance. Sultan Coffee employees want justice to be applied to their work environment. The fairness, they mean is the workload and compensation provided must be balanced. In fact, fairness in handling the workload given is also an important factor. They want one workload for one person, so that there is no work overload and multiple tasks that interfere with their motivation to work.

On the other hand, they also want justice to always be treated equally by fellow employees, especially a manager. Their young age sometimes makes their emotions still fluctuate. Therefore, the equal rights and obligations in carrying out work must be adhered to and carried out by the manager. If it is not, there will be conflicts which will actually hinder their motivation to work and result in decreased performance.

Attribution is a step to determine what motive behind someone doing an action. The biggest background or motivation for the employees of Sultan Coffee to work is to achieve targets and succeed in their efforts to help others in need. In addition, there are also several other things that the employees disclosed as follows:

Ubay, a coffee roaster, expressed "my passion for work is in accordance with my passion and hobby. Besides, I want to develop this business unit even bigger. What's more, I want to prove that my efforts and my friends who are underestimated can be big and successful, and most importantly, achieve the mandate of my teacher"

Aji the barista section also said "because I want to be a successful person and can help people who are less capable"

Alif in the administration division stated "what motivates me is all my colleagues who are the same age and they are also coffee lovers"

In general, they want to make their coffee business bigger and more attractive to the community, because this is a mandate from their teacher to run a business unit under the pesantren. However, co-workers who are the same age plus all of them are coffee lovers make them more motivated to work.

The discussion in this study can be described; motivation in work is a series of factors that are mutually affiliated with one another. The various perspectives in compiling motivational factors also serve as a benchmark for drawing appropriate conclusions in analyzing data. Sultan Coffee and its employees must have motivation to work; especially they are generation Z who

are still very productive. This can be analyzed in depth because it must have a unique factor when compared to generation X or Y.

First, if seen from the relationship with their manager. A harmony is created there. So, this becomes one of the driving factors to be motivated at work. Sunyoto (2013) explains that work motivation is a condition that encourages individual activities to carry out certain activities to achieve their desires. Herzberg in Muchlas (2008) argues that Extrinsic factors (hygienes) are interpersonal relationships between superiors and subordinates, supervision techniques, administrative policies, working and living conditions. Moreover, they are both young, making them not awkward to exchange ideas in developing the business they are running. However, because they both lack experience, they need mentors who are experienced and ready to guide them at any time. A study conducted by Robert Half (2015) reinforces the need to mentor generation Z in the workplace, as members of this generation are in dire need of constant instruction and require constant feedback on their activities.

Second, from an internal perspective, they believe that their big motivation to work is to realize their interests and talents in the world of the coffee business. This is not relevant to the theory of motivation from Herzberg and Mc Clelland in general. However, another factor that motivates them to work is achievement and the coffee products they develop are recognized and liked by the community. This is in accordance with Herzberg in Muchlas (2008). Achievement is the need to gain achievement in the field of work being handled. Someone who has the desire to achieve as a need can encourage him to achieve his goals. Recognition is the need to obtain from the leadership of the work / work that has been achieved.

Then, Mc Clelland in Sunyoto (2013) argues that the need for achievement, employees will be enthusiastic about achieving high, as long as the possibility for it is given the opportunity, someone realizes that only achieving high work performance will be able to get large income, with a high income. He can meet his needs - needs. So far they have proven that from being ordinary coffee products to coffee with various innovations such as ready-to-drink coffee, of course it has

been able to expand their market segment. As young people they also use social media access to speed up promotion. This ability is related to their wide access to information and social networks from an early age, generation Z has a great ability to process large amounts of information (Addor, 2011).

On the other hand, there are employees who are motivated to work because they want to get a position. Mc Clelland in Sunyoto (2013) states the need for power; this need is a driving force that motivates employee morale. The human ego that wants to rule more than other humans will cause competition, this competition is grown by managers in a healthy manner in motivating their subordinates to be motivated to work hard. Based on the observations that researchers have made, this motivation is actually not quite right to do in the Sultan Coffee Company. The scale of the company that is still small, there is still no career path. In addition, the highest position is only as a manager, which if viewed carefully from the perspective of compensation is not much different. Rotation of the types of work can be done because their scope is still micro and their place of residence is in the Islamic boarding school.

Third, from the point of view of their performance, they answered that their performance could improve if they were given jobs according to their interests and interests. Porter and lawler in Mangkunegara (2016) state that employees need to be placed in jobs that are in accordance with their expertise (the right man in place, the man on the right job). If you look closely, the employees of Sultan coffee have a great interest in working in the coffee sector in all positions. However, their talents are not yet fully visible, as almost all high school graduates are not culinary experts or barista-specific courses. Thus, they need guidance from predecessors who are experts. They are mentored by King Coffee Management to hone their interest in the world of coffee. Generation Z can be easily integrated in organizations by developing mentorship programs with the help of a more experienced generation (Adecco, 2015).

Moreover, giving clear targets will further increase their motivation to work. According to Edison (2016) the target is an

indicator of the fulfillment of the number of goods, jobs, or the amount produced. Each type of work in Sultan Coffee has been given its own target to achieve. Therefore, they are very excited to work and their performance continues to increase. This is evidenced by the increasing number of requests from their consumers from month to month.

Fourth, the justice that the employees of Sultan Coffee want is a balance between the tasks given and the compensation received. Adams in Faturrochman (2002) states that distribution justices is a provision or rule that becomes a guideline for sharing or distributing resources and opportunities. It is based on the process of social exchange; the principle of justice applied is the principle of proportional (equity). Moreover, Aristotle in Fuady (2007) states that justice means equal rights in this case equality is the correct proportion, the same center or distance. In terms of duty, there is already equality and fairness that is tailored to their interests, but in the theory of compensation justice does not discuss the balance with duty. Most theories of justice only discuss equal rights in work and division of tasks.

Furthermore, the justice that employees want is to be recognized by their existence in the community / work environment. Adams in Faturrochman (2002) states that this group model assumes individuals cannot be separated from the group. Scientifically there is encouragement and efforts so that individuals can become part of a group. The facts in the field state that they are very close to each other, because they have lived together in a pesantren environment. So, each other has understood and has a very close relationship. This fact is very different from (Adecco, 2015) which shows that generation Z prefers independent work and tends to be reluctant to be involved in teamwork. This fact can be determined by the tendency of generation Z to communicate in a virtual environment, using abbreviated language which affects their listening, interpersonal, and social skills (Addor, 2011; Tulgan, 2013).

Finally, in terms of attribution, it can be said that they have several reasons to be motivated at work. Their internal side is mainly very influential, namely to develop a business that is big and known to the public. Kalley in Nurhayati (2005) reveals that in the perception of cause and effect is whether a particular event or action is caused by internal conditions (this is known as internal attributions or external forces (external attributions). Their biggest external side is the encouragement of their teachers, namely the caregivers of Islamic boarding schools which mandate them to run a coffee business owned by their pesantren business unit.

Furthermore, colleagues who are the same age make them more comfortable doing activities there. Cristiana (2016) states that generation Z does not want to work separately, but tends to prefer to work in groups, in open-air offices. Ozkan (2015) reveals that the social environment is important for Generation Z which is adjusted to team spirit. Kirchmayer (2020) says enjoying work, quality relationships with coworkers, and achieving one's goals appear to be the most common motivational factors in the eyes of Generation Z.

RESEARCH RESULTS AND DISCUSSION

Based on the descriptions in the previous chapters, it can be concluded that, first, the motivation of generation Z (employees of Sultan Coffe) to work is indeed built from the main theory, process theory, and contemporary theory. Second, the main theory includes the desire to channel interests and talents, excel at work, gain social recognition, and continue a career. Third, process theory includes assigning tasks according to interests and talents, having clear targets, and achieving maximum product quality. Finally, contemporary theories include balance of workload, compensation, and distribution of tasks as well as equal rights and obligations. Especially for attribution, the main cause is carrying out the mandate of their teacher, realizing the passion they have, and a work environment that is supportive and in accordance with their generation (Z).

For companies, they should always maintain the motivation of their employees by considering the three factors of the theory, because most companies only motivate internally but do not consider externally. Interests and talents greatly contribute to encouraging generation Z to work because managers must pay more attention to this. For future researchers, it is hoped that the

three foundations of motivation theory will be expanded with the latest theories and elaborate them with the structure of generations X, Y and others.

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