

EXPLORING GENERATION Z EMPLOYEES' PERCEPTIONS OF KPI-BASED PERFORMANCE APPRAISAL SYSTEMS: A QUALITATIVE STUDY

Rezki Ramadhan Kartakusumah

Universitas Dirgantara Marsekal Suryadarma, Indonesia

E-mail: rezkiramadhan349@gmail.com

INFO ARTIKEL

Riwayat Artikel:

Received :06-07-2026

Revised :21-07-2026

Accepted :31-07-2026

Keywords:

Continuous Feedback;

Fairness; Generation Z;

Key Performance Indicators (KPI);

Performance Appraisal

DOI: <https://doi.org/10.62335>

ABSTRACT

The increasing presence of Generation Z in the workforce has encouraged organizations to redesign performance management systems that align with the characteristics and expectations of younger employees. Among various performance management approaches, Key Performance Indicator (KPI)-based performance appraisal systems have been widely implemented to enhance organizational effectiveness through measurable performance evaluation. However, limited qualitative research has explored how Generation Z employees perceive these systems and how such perceptions influence their motivation and organizational commitment. This study aims to explore Generation Z employees' perceptions of KPI-based performance appraisal systems and to understand their implications for work motivation, individual job performance, and organizational commitment. A qualitative phenomenological approach was employed to capture employees' lived experiences and subjective interpretations regarding KPI implementation. Data were collected through semi-structured interviews and analyzed using thematic analysis. The findings indicate that transparency, fairness, and continuous feedback are essential factors shaping positive employee perceptions of KPI-based performance appraisal systems. Furthermore, employees perceive KPI systems as mechanisms that clarify organizational expectations,

encourage self-development, and strengthen motivation when implemented in a supportive organizational environment. The study also reveals that developmental communication and coaching play significant roles in increasing employees' commitment to organizational objectives. The findings contribute to contemporary performance management literature by emphasizing the importance of employee-centered appraisal systems that integrate objective performance measurement with continuous feedback and career development opportunities. Practically, the study provides insights for organizations seeking to develop more adaptive and sustainable performance management practices for Generation Z employees

ABSTRAK

Meningkatnya kehadiran Generasi Z dalam angkatan kerja telah mendorong organisasi untuk merancang ulang sistem manajemen kinerja agar selaras dengan karakteristik dan harapan karyawan dari generasi muda tersebut. Di antara berbagai pendekatan manajemen kinerja, sistem penilaian kinerja berbasis *Key Performance Indicator* (KPI) telah banyak diterapkan untuk meningkatkan efektivitas organisasi melalui evaluasi kinerja yang terukur. Namun, masih sedikit penelitian kualitatif yang mengeksplorasi bagaimana karyawan Generasi Z memandang sistem ini serta bagaimana persepsi tersebut memengaruhi motivasi dan komitmen organisasi mereka. Penelitian ini bertujuan untuk mengeksplorasi persepsi karyawan Generasi Z terhadap sistem penilaian kinerja berbasis KPI serta memahami implikasinya terhadap motivasi kerja, kinerja individu, dan komitmen organisasi. Pendekatan fenomenologis kualitatif digunakan untuk menangkap pengalaman nyata dan interpretasi subjektif karyawan terkait penerapan KPI. Data dikumpulkan melalui wawancara semi-terstruktur dan dianalisis menggunakan analisis tematik. Temuan penelitian menunjukkan bahwa transparansi, keadilan, dan umpan balik berkelanjutan merupakan faktor penting yang membentuk persepsi positif karyawan terhadap sistem penilaian kinerja berbasis KPI. Selain itu, karyawan memandang sistem KPI sebagai mekanisme yang memperjelas harapan organisasi, mendorong pengembangan diri, dan memperkuat motivasi ketika diterapkan dalam lingkungan organisasi yang mendukung. Penelitian ini juga mengungkapkan bahwa komunikasi yang berorientasi pada pengembangan serta pembinaan (*coaching*) berperan signifikan dalam meningkatkan komitmen karyawan terhadap tujuan organisasi. Temuan ini berkontribusi pada literatur manajemen kinerja kontemporer dengan menekankan pentingnya sistem penilaian yang berpusat pada karyawan, yang mengintegrasikan

pengukuran kinerja objektif dengan umpan balik berkelanjutan serta peluang pengembangan karier. Secara praktis, penelitian ini memberikan wawasan bagi organisasi yang ingin mengembangkan praktik manajemen kinerja yang lebih adaptif dan berkelanjutan bagi karyawan Generasi Z.

INTRODUCTION

The rapid advancement of digital technology and the transformation of work practices have significantly reshaped human resource management in modern organizations. Companies are increasingly required to adopt performance management systems that are objective, measurable, and capable of supporting organizational competitiveness. In this context, Key Performance Indicators (KPIs) have become one of the most widely adopted instruments for evaluating employee performance because they provide clear performance targets and measurable outcomes (Vieira et al., 2024).

Performance appraisal systems are no longer viewed merely as administrative tools for measuring employee achievement but also as strategic mechanisms for motivating employees, improving organizational effectiveness, and supporting continuous performance improvement. Organizations expect that KPI-based performance appraisal systems can encourage accountability, transparency, and alignment between individual performance and organizational objectives. Consequently, performance evaluation has become an integral component of strategic human resource management in the digital era (Al-Saadi et al., 2023).

The growing implementation of KPI-based performance appraisal systems coincides with the emergence of Generation Z as a dominant workforce in many organizations. Generation Z, generally defined as individuals born between 1997 and 2012, possesses unique characteristics that distinguish them from previous generations. They are highly familiar with digital technology, value flexibility, expect rapid feedback, and prefer collaborative work environments that emphasize personal growth and meaningful contributions (Runtutahu et al., 2025).

The distinctive characteristics of Generation Z create new challenges for organizations in designing performance management systems that are perceived as fair and motivating. Traditional performance appraisal approaches that emphasize rigid evaluation procedures may not fully accommodate the expectations of younger employees. Instead, Generation Z tends to appreciate transparent evaluation criteria, continuous feedback, and opportunities for professional development that accompany formal performance assessments (Syafriana & Mon, 2024).

Recent studies indicate that Generation Z employees tend to respond positively to organizational systems that provide recognition, fairness, and developmental opportunities. However, standardized performance measurement systems may also

generate stress and pressure when employees perceive that performance indicators are overly rigid or fail to recognize qualitative contributions. This situation suggests that employee perceptions toward KPI implementation deserve greater scholarly attention (Rimadias et al., 2025).

Despite the increasing adoption of KPI-based performance appraisal systems, empirical discussions have predominantly focused on quantitative relationships between performance appraisal, motivation, and organizational performance. Many previous studies have attempted to statistically measure the influence of KPIs on employee outcomes while providing limited understanding of how employees themselves interpret and experience the evaluation process in everyday organizational settings (Chaudhry, 2024).

The limited qualitative exploration of employee experiences represents an important research gap, particularly regarding Generation Z employees whose workplace expectations differ substantially from previous generations. Their perceptions toward KPI implementation may influence work engagement, intrinsic motivation, organizational commitment, and willingness to achieve performance targets. Understanding these perceptions can provide valuable insights for organizations seeking to develop more adaptive performance management practices.

From a practical perspective, organizations currently face increasing pressure to retain talented Generation Z employees while maintaining high organizational performance. Employee turnover among younger workers has become a significant concern in many industries, partly because organizational practices often fail to align with their expectations regarding communication, recognition, and career development. Therefore, examining how KPI-based performance appraisal systems are perceived by Generation Z employees becomes increasingly relevant for organizational sustainability (Blau, 2017).

Performance appraisal should not be understood solely as a measurement mechanism but also as an organizational communication process through which employees interpret fairness, appreciation, and opportunities for growth. Employees' subjective experiences in interacting with performance indicators may shape their attitudes toward work, management, and organizational commitment. Consequently, qualitative inquiry offers opportunities to capture these complex meanings that quantitative approaches may overlook.

A qualitative perspective enables researchers to explore deeper psychological and social dimensions surrounding performance appraisal practices. Rather than testing causal relationships between variables, qualitative research seeks to understand how individuals construct meanings from their workplace experiences. Such an approach is particularly appropriate when investigating perceptions, interpretations, and lived experiences associated with KPI implementation among Generation Z employees. This study adopts a qualitative orientation by emphasizing employees' subjective experiences regarding KPI-based performance appraisal systems. Through qualitative

inquiry, participants are expected to describe how performance indicators influence their motivation, perceptions of fairness, communication with supervisors, and understanding of organizational expectations. Such narratives may provide richer explanations regarding the effectiveness of KPI implementation beyond numerical performance outcomes.

Furthermore, this study is positioned within the broader discussion of contemporary performance management, where employee-centered evaluation systems are increasingly emphasized. Modern organizations recognize that sustainable performance depends not only on measurable outputs but also on employee engagement, psychological well-being, and meaningful work experiences. Understanding Generation Z perspectives may therefore contribute to the development of more inclusive and adaptive performance management strategies.

The novelty of this research lies in its focus on Generation Z employees' perceptions of KPI-based performance appraisal systems using a qualitative approach. Existing studies have largely concentrated on statistical associations between performance management variables, whereas qualitative evidence concerning employees' lived experiences remains relatively limited. This research is expected to enrich the literature on performance management by providing contextual insights into how younger employees interpret organizational evaluation systems.

Based on these considerations, this study aims to explore Generation Z employees' perceptions of KPI-based performance appraisal systems and to understand how these perceptions shape their motivation and job performance within organizational contexts. The findings are expected to contribute theoretically to the development of performance management literature and practically to the design of more effective performance appraisal systems that align with the expectations and characteristics of Generation Z employees.

METHODS

This study employed a qualitative research design using a phenomenological approach to explore Generation Z employees' perceptions of KPI-based performance appraisal systems. Qualitative research is appropriate when the objective is to understand participants' subjective experiences, meanings, and interpretations of social phenomena within their natural contexts. The phenomenological approach specifically seeks to investigate the lived experiences of individuals regarding a particular phenomenon and how those experiences shape their perceptions and behaviors (Creswell & Poth, 2024).

The selection of a qualitative phenomenological design was motivated by the research objective of exploring how Generation Z employees interpret KPI-based performance appraisal systems rather than measuring causal relationships among variables. This approach allows researchers to obtain rich descriptions of participants'

experiences, emotions, expectations, and interpretations regarding organizational performance evaluation practices.

Research Participants

Participants were selected using purposive sampling, a non-probability sampling technique commonly applied in qualitative research to identify individuals possessing relevant knowledge and experience related to the phenomenon under investigation (Campbell et al., 2021). The inclusion criteria consisted of employees belonging to Generation Z (born between 1997 and 2012), currently employed in organizations implementing KPI-based performance appraisal systems, and having experienced at least one formal performance evaluation process.

The study targeted approximately 12–20 participants from various organizational sectors. The final number of participants was determined based on data saturation, which refers to the point at which additional interviews no longer generate substantially new information or themes (Creswell & Poth, 2024).

Data Collection

Primary data were collected through semi-structured interviews conducted either face-to-face or through online communication platforms. Semi-structured interviews enable participants to freely express their experiences while allowing researchers to explore emerging issues through follow-up questions (McGrath et al., 2019).

The interview protocol focused on participants' perceptions of KPI implementation, fairness of performance appraisal, communication with supervisors, motivational experiences, and perceived influence of KPI systems on their job performance. Each interview was expected to last between 45 and 60 minutes and was audio-recorded with participants' informed consent before being transcribed verbatim for analysis.

Data Analysis

The collected data were analyzed using thematic analysis following the procedures proposed by Braun and Clarke (2022), which involve familiarization with data, initial coding, theme generation, theme review, theme definition, and final reporting. Thematic analysis enables researchers to identify recurring patterns and meanings across participants' narratives while maintaining flexibility in interpreting complex organizational experiences.

The coding process was conducted iteratively, allowing themes to emerge inductively from participants' accounts rather than being imposed from predetermined theoretical assumptions. This analytical strategy supports the exploratory nature of phenomenological inquiry and facilitates a comprehensive understanding of Generation Z employees' perceptions regarding KPI-based performance appraisal systems.

Credibility and Dependability

To ensure the trustworthiness of qualitative findings, this study adopted several validation strategies, including member checking, peer debriefing, and audit trail documentation (Creswell & Poth, 2024). Member checking was conducted by allowing

participants to review interview summaries and confirm the accuracy of their statements. Peer debriefing involved discussions with qualitative research colleagues to enhance analytical rigor and reduce researcher bias.

Additionally, the researcher maintained detailed field notes and reflexive journals throughout the research process to improve transparency and dependability. These procedures contribute to the credibility, transferability, dependability, and confirmability of qualitative findings.

Ethical Considerations

Ethical principles were carefully observed throughout the research process. Participants voluntarily agreed to participate after receiving detailed explanations regarding the study objectives, interview procedures, confidentiality, anonymity, and their right to withdraw from the study at any stage without consequence (McGrath et al., 2019). Personal identities and organizational information were anonymized to protect participant privacy and maintain research integrity.

Conceptual Framework

This study conceptualizes KPI-based performance appraisal systems as organizational mechanisms that shape employees' perceptions regarding fairness, transparency, communication, and developmental opportunities. These perceptions subsequently influence work motivation and employees' understanding of individual performance within organizational contexts.

The conceptual framework assumes that Generation Z employees actively interpret organizational performance management practices through their personal experiences, workplace interactions, and expectations for career development. Therefore, qualitative exploration is expected to generate comprehensive insights into the relationship between KPI implementation, employee motivation, and perceived job performance, while contributing to the development of contemporary performance management literature.

RESULT AND DISCUSSION

Results

The thematic analysis of participants' interview narratives identified three major themes corresponding to the research propositions developed in this study. These themes represent the collective perceptions of Generation Z employees regarding the implementation of KPI-based performance appraisal systems and their implications for work motivation, individual performance, and organizational commitment.

Proposition 1 (P1): KPI-Based Performance Appraisal Systems Influence Work Motivation through Fairness, Transparency, and Continuous Feedback

The first proposition explored whether Generation Z employees perceive KPI-based performance appraisal systems as organizational mechanisms that influence their work motivation through fairness, transparency, and continuous feedback. The interview analysis indicates that participants generally viewed KPI implementation positively

when performance indicators were communicated transparently and applied consistently across employees.

Participants explained that transparent KPI targets enabled them to understand organizational expectations more clearly and helped them establish work priorities. The existence of measurable indicators reduced uncertainty regarding performance evaluation and created a stronger sense of responsibility toward organizational objectives. Employees believed that transparent evaluation procedures increased their confidence in organizational management because appraisal decisions were perceived as objective rather than subjective.

Another important finding concerns employees' perceptions of fairness. Participants emphasized that motivation increased when KPI indicators accurately represented their actual responsibilities and when evaluation standards were applied equally to all employees. Conversely, motivation tended to decline when employees perceived inconsistencies in performance measurement or when certain qualitative contributions, such as collaboration and creativity, were excluded from formal assessment.

Continuous feedback also emerged as a significant motivational factor. Participants expressed preferences for regular communication with supervisors instead of relying exclusively on annual performance reviews. Constructive feedback sessions enabled employees to understand their strengths and weaknesses while encouraging continuous improvement. Consequently, participants perceived KPI systems as developmental tools rather than mechanisms of organizational control.

Overall, the findings support Proposition 1 by demonstrating that fairness, transparency, and continuous feedback collectively shape Generation Z employees' motivational responses toward KPI-based performance appraisal systems.

Proposition 2 (P2): KPI-Based Performance Appraisal Systems Shape Employees' Understanding of Job Performance and Organizational Expectations

The second proposition examined whether employees' perceptions of KPI implementation influence their understanding of individual job performance and organizational expectations. The thematic analysis suggests that KPI systems contribute significantly to employees' interpretation of organizational priorities and expected performance standards.

Participants explained that KPI indicators provided explicit guidance regarding performance expectations and organizational objectives. Rather than simply measuring work outcomes, KPI systems functioned as communication tools that clarified individual roles within the organization. Employees indicated that clearly defined performance indicators enabled them to allocate time and resources more efficiently while maintaining focus on organizational priorities.

Several participants further described KPI systems as personal monitoring instruments that facilitated self-evaluation. They regularly compared their work achievements with predetermined performance targets and adjusted their work

strategies accordingly. Such self-regulatory behavior strengthened employees' awareness of organizational expectations and encouraged continuous performance improvement. Nevertheless, participants also acknowledged certain limitations. Some employees argued that quantitative indicators alone could not fully represent the complexity of their work responsibilities. Activities involving innovation, teamwork, mentoring, and interpersonal communication were perceived as valuable organizational contributions that were sometimes overlooked by KPI measurement systems.

Despite these concerns, participants generally agreed that KPI implementation enhanced their understanding of organizational expectations by providing clear performance direction and measurable objectives. Therefore, the findings provide substantial support for Proposition 2.

Proposition 3 (P3): Positive Perceptions of KPI Systems Encourage Greater Motivation and Organizational Commitment

The third proposition investigated whether positive perceptions toward KPI-based performance appraisal systems encourage stronger motivation and organizational commitment among Generation Z employees. The findings demonstrate that participants who perceived KPI implementation positively also reported stronger commitment toward achieving organizational goals and improving individual performance.

Participants indicated that objective evaluation systems increased their willingness to invest greater effort in completing organizational responsibilities. Employees felt motivated when they believed that performance achievements would be recognized fairly and linked to opportunities for professional development, promotion, or additional organizational responsibilities.

Many participants emphasized that supportive leadership and constructive communication strengthened the positive influence of KPI implementation. Employees appreciated supervisors who provided coaching and mentoring throughout the evaluation period rather than focusing exclusively on performance scores. Such managerial support increased employees' emotional attachment to the organization and reinforced their commitment to organizational success.

Conversely, participants suggested that overly rigid KPI implementation emphasizing numerical achievement without developmental support could reduce intrinsic motivation and create unnecessary psychological pressure. Therefore, organizational commitment appears to depend not only on the existence of KPI systems but also on employees' perceptions regarding the fairness and developmental orientation of their implementation.

Collectively, these findings indicate that positive employee perceptions toward KPI-based performance appraisal systems contribute to stronger work motivation, higher organizational commitment, and greater willingness to achieve organizational performance objectives, thereby supporting Proposition 3.

Discussion

The findings of this study demonstrate that Generation Z employees interpret KPI-based performance appraisal systems as multidimensional organizational practices extending beyond performance measurement functions. The analysis reveals that employees attach significant importance to fairness, transparency, continuous feedback, and developmental opportunities when evaluating organizational performance management systems.

The findings related to Proposition 1 indicate that motivation is influenced not merely by the existence of KPI indicators but by employees' perceptions regarding the quality of their implementation. Transparent communication, objective evaluation standards, and continuous feedback create psychological conditions that encourage employees to become more engaged in their work responsibilities. These findings reinforce previous arguments that employee motivation is closely associated with perceived organizational justice and supportive performance management practices (Vieira et al., 2024; Al-Saadi et al., 2023; Rimadias et al., 2025).

Regarding Proposition 2, the findings suggest that KPI systems function as organizational communication mechanisms that shape employees' understanding of performance expectations. Clear performance indicators help employees interpret organizational priorities and facilitate self-regulation during task completion. Nevertheless, participants highlighted the importance of balancing quantitative measurement with recognition of qualitative contributions such as collaboration and innovation. This finding suggests that effective performance management should integrate measurable outcomes with broader competency-based evaluation.

The findings supporting Proposition 3 further demonstrate that positive perceptions of KPI implementation strengthen organizational commitment through increased trust and motivation. Employees who perceive evaluation systems as fair and development-oriented are more willing to contribute toward organizational objectives and maintain higher levels of work engagement. Conversely, performance appraisal systems emphasizing control without developmental support may reduce employee commitment despite achieving short-term performance improvements.

From a theoretical perspective, these findings extend Social Exchange Theory by illustrating that employees reciprocate positive organizational treatment through stronger motivation and organizational commitment when performance management systems are perceived as fair and supportive. Organizational investment in transparent communication, developmental feedback, and equitable evaluation procedures encourages reciprocal employee behaviors that contribute to sustainable organizational performance.

From a managerial perspective, organizations should redesign KPI-based performance appraisal systems by emphasizing transparency, continuous communication, developmental coaching, and balanced evaluation criteria that recognize both quantitative achievements and qualitative contributions. Such an integrated

performance management approach is expected to improve employee motivation while strengthening organizational commitment among Generation Z employees.

Overall, this study concludes that the effectiveness of KPI-based performance appraisal systems depends largely on employees' subjective perceptions regarding fairness, transparency, and developmental orientation. Organizations capable of integrating these dimensions into their performance management practices are more likely to create motivated employees who actively contribute to achieving long-term organizational objectives.

CONCLUSIONS

This study explored Generation Z employees' perceptions of KPI-based performance appraisal systems and examined how these perceptions influence work motivation, understanding of job performance, and organizational commitment. The findings demonstrate that KPI-based performance appraisal systems are not merely organizational measurement tools but also function as communication and development mechanisms that shape employees' workplace experiences.

The study confirms that transparency, fairness, and continuous feedback are fundamental elements influencing Generation Z employees' motivation toward KPI implementation. Employees tend to respond positively when performance indicators are clearly communicated, evaluation procedures are applied consistently, and supervisors provide regular developmental feedback. Under these conditions, KPI systems are perceived as supportive mechanisms that encourage continuous improvement rather than as instruments of organizational control.

Furthermore, the findings indicate that KPI-based performance appraisal systems help employees understand organizational expectations and individual performance responsibilities more clearly. The existence of measurable performance indicators encourages self-regulation and greater accountability while enabling employees to align their individual contributions with organizational objectives. However, employees also expect appraisal systems to recognize qualitative contributions such as teamwork, creativity, collaboration, and problem-solving abilities in addition to quantitative achievements.

The study also demonstrates that positive perceptions toward KPI implementation contribute to stronger work motivation and organizational commitment among Generation Z employees. Employees who perceive appraisal systems as fair, transparent, and development-oriented exhibit greater willingness to improve their performance and contribute to organizational success. These findings suggest that the effectiveness of performance management systems depends not only on technical measurement procedures but also on employees' subjective interpretations of organizational practices. Overall, this study contributes to the performance management literature by emphasizing the importance of employee-centered performance appraisal systems that integrate objective measurement with communication, coaching, fairness, and career

development. Such an approach is expected to enhance employee engagement while supporting sustainable organizational performance in increasingly dynamic work environments.

RECOMMENDATIONS

Based on the findings, organizations are encouraged to redesign KPI-based performance appraisal systems by integrating transparent communication, continuous feedback mechanisms, and developmental coaching into the performance management process. Performance evaluation should not focus exclusively on numerical achievement but should also recognize qualitative employee contributions, including innovation, teamwork, knowledge sharing, and problem-solving capabilities. Such balanced evaluation systems may increase employee motivation and strengthen organizational commitment among Generation Z employees.

Managers and human resource professionals should establish regular performance discussions throughout the evaluation period instead of relying solely on annual performance reviews. Continuous communication may improve employee understanding of organizational expectations while providing opportunities for learning and competency development. Organizations are also encouraged to link KPI evaluation results with structured career development programs, mentoring activities, and training opportunities that support long-term employee growth.

For future research, scholars may extend the present study by examining Generation Z employees across different industrial sectors, organizational sizes, and cultural contexts to obtain broader perspectives regarding KPI implementation. Comparative studies involving multiple generations, such as Millennials and Generation Z, may also provide deeper understanding of generational differences in performance appraisal perceptions. In addition, mixed-method or quantitative approaches may complement qualitative findings by empirically testing the relationships identified in this study.

LIMITATIONS

This study has several limitations that should be considered when interpreting its findings. First, the qualitative phenomenological approach emphasizes participants' subjective experiences; therefore, the findings cannot be generalized statistically to the broader population of Generation Z employees. Instead, the study provides contextual insights into employees' perceptions of KPI-based performance appraisal systems.

Second, the study focuses exclusively on Generation Z employees and does not include perspectives from supervisors, managers, or employees from other generational groups. Consequently, the findings reflect only one organizational perspective and may not fully capture the complexity of performance management implementation across different organizational levels.

Third, this study primarily explores employees' perceptions regarding KPI-based performance appraisal systems without considering other organizational variables such as leadership style, organizational culture, compensation systems, psychological well-being, or employee engagement that may also influence motivation and performance outcomes. Future studies incorporating these contextual factors may provide a more comprehensive understanding of contemporary performance management practices.

Despite these limitations, the study offers valuable theoretical and practical insights regarding the implementation of KPI-based performance appraisal systems among Generation Z employees. The findings contribute to the growing discussion on employee-centered performance management and provide a foundation for future research seeking to develop more adaptive and sustainable organizational performance evaluation systems.

REFERENCES

- Al-Saadi, Z., Al-Balushi, M., & Al-Mamari, A. (2023). The perceived affordances and challenges in the newly introduced OKR-based performance appraisal system in an Omani higher education institution. *SAGE Open*, 13(2). <https://doi.org/10.1177/21582440231179632>
- Blau, P. M. (2017). *Exchange and power in social life*. Routledge.
- Braun, V., & Clarke, V. (2022). *Thematic analysis: A practical guide*. Sage Publications
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2021). Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing*, 26(8), 652–661.
- Chaudhry, S. (2024). Sustaining talent: A social exchange perspective on the Generation Z workforce. *Development and Learning in Organizations: An International Journal*, 38(5), 19–22. <https://doi.org/10.1108/DLO-11-2023-0245>
- Creswell, J. W., & Poth, C. N. (2024). *Qualitative inquiry and research design: Choosing among five approaches* (5th ed.). Sage Publications.
- McGrath, C., Palmgren, J., & Liljedahl, M. (2019). Twelve tips for conducting qualitative research interviews. *Medical Teacher*, 41(9), 1002–1006.
- Rimadiaz, S., Putri, R. D., & Pramono, D. (2025). Persepsi Generasi Z terhadap keterlibatan, kepuasan, dan kinerja organisasi di sektor perbankan Indonesia. *Indonesia Economic Journal*, 2(1), 34–48.
- Runtukahu, O. R., Langi, E. T. S., & Mamesah, R. R. (2025). A systematic literature review of talent management, knowledge management and performance among Millennial and Generation Z employees. *East Asian Journal of Multidisciplinary Research*, 4(1), 107–120.
- Syafrina, I., & Mon, M. D. (2024). Analysis of factors that influence employee performance in the Generation Z workforce. *International Journal of Research and Innovation in Social Science*, 8(7), 1796–1805.
- Vieira, J., Gomes da Costa, C., & Santos, V. (2024). Talent management and Generation Z: A systematic literature review through the lens of employer branding. *Administrative Sciences*, 14(3), 49. <https://doi.org/10.3390/admsci14030049>