

PERCEPTIONS OF ARTIFICIAL INTELLIGENCE, THE IMPACT OF GOVERNMENT ECONOMIC POLICY, AND PERCEPTIONS OF JOB OPPORTUNITIES ON THE WORK MOTIVATION OF GENERATION Z IN INDONESIA

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ABSTRACT

This study was conducted to examine the relationship between perceptions of artificial intelligence (AI), the influence of government economic policy, and perceptions of job opportunities in relation to the work motivation of Generation Z in Indonesia. The study employs a literature review method, examining various scientific articles from both national and international publications published from 2021 to the present. The literature was selected based on its relevance to the themes of AI in the workplace, economic and employment policy, job opportunities for young people, and Generation Z's work motivation. The findings show that a positive perception of AI can enhance work motivation, given that AI is regarded as capable of improving work efficiency, productivity, the learning process, and individual competency development. However, AI may also give rise to concern when it is perceived as a threat to job continuity. Government economic policies – such as competency-improvement programs, wage policies, and the expansion of access to employment opportunities – also play a role in shaping Generation Z's optimistic attitude toward labor market conditions. In addition, a positive perception of job opportunities can increase work motivation, as individuals feel they have clearer and more defined career prospects. The research gap identified in this study indicates that research integrating perceptions of AI, the impact of government economic policy, and perceptions of job opportunities to explain Generation Z's work motivation in Indonesia remains relatively limited.

I. INTRODUCTION

Generation Z is a productive-age group whose numbers are increasingly entering the workforce today. This generation has grown up in an entirely digital environment, resulting in a strong attachment to technology, the internet, social

media, and digitally based work systems. These characteristics give Generation Z different work expectations compared with previous generations, particularly regarding flexible working hours, opportunities for self-development, a supportive work environment, and opportunities to pursue a career considered meaningful (Lestari & Perdhana, 2023).

The development of artificial intelligence (AI) is one of the factors contributing to the overall transformation of the world of work. AI can be understood as an opportunity because it is considered capable of helping complete tasks, accelerating administrative processes, supporting data-analysis activities, and improving overall work productivity. Rimadias et al. (2025) explain that Generation Z views AI as a tool that can improve employee performance, although its implementation still requires readiness on the part of each individual as well as full support from the organization.

However, AI can also be perceived as a threat when it is seen as capable of significantly replacing the role of human labor. Xu et al. (2023) show that perceived AI opportunity can enhance workplace well-being, but this positive effect can weaken when workers are concerned about the risk of unemployment. Thus, perceptions of AI can influence work motivation, functioning both as a factor that boosts enthusiasm for work and as a source of anxiety for workers.

In addition to the development of AI technology, government economic policy also plays an important role in shaping Generation Z's work motivation. Policies such as job training, skill-improvement programs, minimum-wage policy, and the expansion of employment opportunities can influence the level of optimism young people hold regarding their future careers. Anggara (2024) found that the Kartu Prakerja (Pre-Employment Card) Program contributes to increasing employment opportunities for youth, particularly through efforts to strengthen skills and expand access to the labor market.

On the other hand, the economic policies implemented can also produce complex effects that are not always linear. Sitompul (2022) shows that an increase in the minimum wage can be correlated with a decline in employment opportunities for youth in certain sectors. This finding indicates that the formulation of economic policy needs to be carried out in a balanced manner so that it continues to protect workers' rights without reducing the employment opportunities available to young workers.

Perceptions of job opportunities are also another important factor shaping Generation Z's work motivation. Generation Z tends to have higher motivation when they see job opportunities that align with their skills, interests, personal values, and career expectations. Wijanarko (2024) states that Generation Z also considers aspects of recognition, working-environment conditions, transparency, and autonomy in determining their job choices.

Based on the discussion above, the research gap identified in this article lies in the still-limited number of studies that comprehensively discuss the interrelationship between perceptions of AI, the impact of government economic policy, and perceptions of job opportunities in relation to Generation Z's work motivation in Indonesia. Most previous studies tend to discuss these three variables separately and partially, so they have not been able to comprehensively describe how the interaction among these factors influences young people's work

motivation within the context of the current digital transformation. In fact, these three aspects are interrelated and can form a more complex pattern of work motivation when examined together. The scarcity of multidimensional studies means that understanding of Generation Z's work motivation in Indonesia remains incomplete, particularly in facing the simultaneous dynamics of technological change and policy. Therefore, this article was prepared with the aim of examining more deeply the interrelationship among these three factors through a literature review approach.

II. RESEARCH METHOD

This study employs a literature review method, an approach carried out by examining, comparing, and synthesizing various results of previous studies relevant to the topic under discussion. The literature used as references in this article is sourced from journals, both national and international, published from 2021 to the present.

The inclusion criteria applied in this study cover scientific articles that discuss one or more of the main variables, namely perceptions of AI, government economic policy, job opportunities, work motivation, and Generation Z. Selected articles had to meet several requirements, including being published in 2021 or later, having a clear and accountable journal identity, and being accessible through the journal's official website, a Digital Object Identifier (DOI), or a trusted scientific index. Meanwhile, the exclusion criteria applied include articles unrelated to the research topic, articles that do not clearly state publication information, and articles published before 2021.

The analytical technique used in this study is thematic synthesis. The literature collected and selected was grouped into several main themes, namely AI in the workplace, economic and youth-employment policy, perceptions of job opportunities, and Generation Z's work motivation. Subsequently, the findings from each piece of literature were compared with one another to identify patterns of relationship among variables, identify differences in findings between studies, and formulate the research gap that still needs to be further examined.

III. RESULTS AND DISCUSSION

Table 1. Assessment of the Literature Used

No.	Author and Year	Focus of Study	Main Findings	Relevance to This Study
1	Rimadiaz et al. (2025)	Generation Z's perception of AI utilization	AI is seen as helping to improve employee performance, but it requires individual and organizational readiness	Relevant for explaining Generation Z's perception of AI
2	Sumantri et al. (2024)	Perceived AI opportunity and the well-being of student interns	Perceived AI opportunity is positively related to workplace well-being	Relevant for viewing AI as an opportunity for self-development
3	Xu et al. (2023)	Perceived AI opportunity,	Perceived AI opportunity increases workplace well-	Relevant for explaining both

		informal learning, and workplace well-being	being, but this effect can weaken when there is concern about unemployment	the opportunity and threat aspects of AI
4	Lestari & Perdhana (2023)	Generation Z's work motivation in Indonesia	Generation Z's work motivation is influenced by autonomy, competence, relationships, compensation, and flexibility	Relevant as a basis for discussing Generation Z's work motivation
5	Dewi's & Indrawati (2025)	Factors motivating Generation Z to work	Generation Z's motivation is influenced by meaningful work, appreciation, a flexible environment, and social support	Relevant for reinforcing the characteristics of Generation Z's work motivation
6	Anggara (2024)	Kartu Prakerja Program and youth employment opportunities	The Kartu Prakerja Program contributes to increasing youth employment opportunities	Relevant for explaining the impact of government economic policy
7	Sitompul (2022)	The impact of minimum wage on youth employment	A higher minimum wage is correlated with a decline in youth employment in certain sectors	Relevant for showing the complexity of economic policy
8	Nandariztyani & Adi (2025)	Reformulation of productivity-based minimum-wage policy	Wage policy needs to balance worker welfare, productivity, and business certainty	Relevant for explaining the design of economic policy
9	Lanadimulya et al. (2023)	The influence of demography and education on youth unemployment	Youth unemployment is influenced by demographic conditions, education, and labor-market competition	Relevant for explaining perceptions of job opportunities
10	Wijanarko (2024)	Factors considered by Indonesian Generation Z in choosing a job	Generation Z considers recognition, transparency, autonomy, and working conditions	Relevant for explaining work preferences and job opportunities
11	Yulianti & Sary (2025)	Work motivation, work-life balance, and Generation Z's job satisfaction	Work motivation and work-life balance positively affect job satisfaction	Relevant for explaining the relationship between motivation and work experience

Perception of Artificial Intelligence toward Generation Z's Work Motivation

Perceptions of AI play an important role in shaping Generation Z's work motivation. AI can be understood as a technology that helps complete tasks, improves work efficiency, accelerates access to information, and supports the

development of individual competencies. When AI is perceived as a beneficial tool, Generation Z tends to have greater motivation to learn, adapt, and increase their work productivity.

Rimadiaz et al. (2025) found that Generation Z employees who have applied AI in their work view the technology as a means of improving job performance. This finding indicates that AI can strengthen work motivation when individuals feel that the technology genuinely helps them complete their work more effectively and efficiently.

Sumantri et al. (2024) also show that perceived AI opportunity has a positive relationship with the level of workplace well-being. This suggests that individuals who view AI as an opportunity tend to have better work experiences. In the context of work motivation, a positive perception of AI can foster growing self-confidence, readiness to continue learning, and willingness to develop new skills.

However, AI can also raise particular concerns when it is perceived as a threat to job continuity. Xu et al. (2023) explain that the perceived risk of unemployment can weaken the positive influence of perceived AI opportunity on workplace well-being. Thus, the perception of AI in relation to Generation Z's work motivation is not singular but depends heavily on whether AI is viewed as an opportunity for growth or, conversely, as a threat to job security.

The Impact of Government Economic Policy on Generation Z's Work Motivation

The economic policies implemented by the government influence Generation Z's work motivation, as these policies also shape perceptions of economic stability, the availability of employment opportunities, and future career prospects. Policies oriented toward skill improvement and the expansion of access to employment can increase Generation Z's sense of optimism in facing the challenges of the world of work.

Anggara (2024) shows that the Kartu Prakerja Program has a real impact on increasing employment opportunities for youth. Programs of this kind can strengthen work motivation because they provide access to training, competency improvement, and opportunities to be better prepared to enter the labor market. For Generation Z, policy support focused on skill development is highly important, given that the world of work is now increasingly influenced by digitalization and automation.

However, government economic policy can also produce effects that are not always directly positive. Sitompul (2022) found that an increase in the minimum wage can be correlated with declining employment opportunities for youth in certain sectors. This finding shows that the formulation of economic policy needs to consider the balance between protecting workers and the capacity of businesses to absorb young workers.

Nandariztyani and Adi (2025) state that wage policy needs to be directed toward achieving a balance between worker welfare, productivity levels, and business certainty. In the context of Generation Z's work motivation, economic policy that is perceived as fair, transparent, and supportive of competency improvement can increase confidence in the world of work. Conversely, policy

considered unable to meet the needs of the labor market can lower their level of optimism and work motivation.

Economic policy that takes into account the synergy between skills training and job provision also needs to be designed responsively to technological dynamics, including the adoption of Artificial Intelligence (AI) in the industrial and service sectors. Research by Rimadias et al. (2025) and Sumantri et al. (2024) shows that a positive perception of AI utilization, when accompanied by competency-improvement programs, can increase job readiness and workplace well-being among young people. Therefore, integrating policies aimed at improving digital literacy and AI-specific skills can strengthen the positive effect of programs such as Kartu Prakerja, so that Generation Z's work motivation depends not only on the availability of current jobs but also on confidence in long-term career prospects in the digital era.

In addition, policy formulation needs to take into account the diversity of demographic conditions and levels of education among Generation Z so that interventions are better targeted. Lanadimulya et al. (2023) and Lestari & Perdhana (2023) show that demographic factors and educational background influence employment opportunities and motivation; therefore, universal policies risk being less effective for vulnerable groups. A policy approach that combines incentives for businesses to employ young workers, training programs tailored to sectoral needs, and impact-monitoring mechanisms (e.g., results-based evaluation) will help maintain the balance between worker protection and labor-absorption capacity, thereby sustaining and enhancing Generation Z's work motivation in a more sustainable manner.

Perception of Job Opportunities toward Generation Z's Work Motivation

Perception of job opportunities is an individual's assessment of job availability, the fit between a job and one's competencies, and the possibility of career advancement. For Generation Z, job opportunities are measured not only by the number of available vacancies but also by the quality of the job itself, the level of flexibility, working-environment conditions, opportunities for self-development, and the balance between personal life and work.

Lestari and Perdhana (2023) explain that Generation Z's work motivation is influenced by the need for autonomy, competence, social relationships, compensation, and flexibility at work. This finding shows that Generation Z has a work orientation that focuses not only on income level but also on work experiences that support their personal development.

Dewi and Indrawati (2025) also found that several factors motivating Generation Z to work include meaningful achievement, appreciation from the work environment, social affiliation, a flexible working environment, and a supportive work culture. Therefore, a positive perception of job opportunities can increase work motivation when available jobs are considered to align with the values and expectations held by Generation Z.

Wijanarko (2024) states that Generation Z also considers aspects of recognition, transparency, autonomy, and working-environment conditions in determining their job choices. This shows that perception of job opportunities is closely related to the quality of the job itself. Generation Z will have higher

motivation when they feel that the labor market provides jobs that match the abilities and career aspirations they hold.

However, perceptions of job opportunities can decline when the labor market is considered unable to provide jobs that meet needs. Lanadimulya et al. (2023) show that the rate of youth unemployment in Indonesia is influenced by demographic factors, education level, and competition among workers. This condition shows that job opportunities for Generation Z are influenced not only by individual motivation but also by labor-market structure and the quality of education available.

Relationship among Variables

Based on the results of the literature review conducted, perceptions of AI, the impact of government economic policy, and perceptions of job opportunities have a conceptual relationship with Generation Z's work motivation. A positive perception of AI can increase work motivation because AI is seen as helping to develop abilities and improve productivity. However, a negative perception of AI can decrease work motivation when the technology is viewed as a threat to job continuity (Xu et al., 2023).

Government economic policy can influence work motivation through efforts to improve skills, expand access to employment, and protect workers. Policies such as the Kartu Prakerja Program can strengthen work motivation when perceived as providing real opportunities for young people to improve their competencies and obtain decent work (Anggara, 2024).

Perceptions of job opportunities can serve as a link connecting AI, economic policy, and work motivation as a whole. When AI and government policy are perceived as capable of opening new job opportunities, Generation Z's work motivation tends to increase. Conversely, when AI and economic policy are perceived as narrowing job opportunities or increasing uncertainty in the world of work, their work motivation may decline.

IV. CONCLUSION AND IMPLICATION

Based on the results of the literature review conducted, it can be concluded that Generation Z's work motivation in Indonesia is influenced by three main factors: perceptions of AI, the impact of government economic policy, and perceptions of job opportunities. AI can increase work motivation when viewed as a tool capable of improving productivity, supporting the learning process, and expanding career development. However, on the other hand, AI can also decrease work motivation when perceived as a threat to job security and continuity. The economic policies implemented by the government play an important role in shaping Generation Z's work motivation. Policies oriented toward skill improvement, expanded access to employment, and economic certainty can increase young people's sense of optimism in facing the world of work. Nevertheless, such economic policies still need to be designed in a balanced manner so as not to reduce employment opportunities for young workers.

Perceptions of job opportunities are also an important factor shaping work motivation. Generation Z will have higher motivation when they see job

opportunities that align with their skills, interests, personal values, and career aspirations. The research gap identified in this study indicates that research integrating discussions of perceptions of AI, the impact of government economic policy, and perceptions of job opportunities to explain Generation Z's work motivation in Indonesia remains relatively limited. Therefore, future research is recommended to empirically test the relationships among these variables using a quantitative or mixed-method approach.

As a follow-up, it is recommended that policymakers, educational institutions, and businesses jointly design training and skill-development programs integrated with industry needs—particularly digital literacy and Artificial Intelligence-related skills—using an adaptive and modular format to reach various demographics of Generation Z; the government should strengthen results-based monitoring and evaluation mechanisms to assess and adjust interventions (e.g., Kartu Prakerja and reskilling programs); researchers are encouraged to conduct quantitative, mixed-method, and longitudinal empirical studies to examine the relationships among perceptions of AI, economic policy, and job opportunities in relation to work motivation; and businesses are urged to increase collaboration with educational institutions through structured internships, curriculum-industry partnerships, and human-resource investment incentives so that career-transition pathways become clearer and more relevant, allowing emerging job opportunities to enhance Generation Z's work motivation.

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