

Gen Z's Intentions to Work Overseas: The Impact of Need for Achievement, Affiliation, and Power with Gender as a Moderator

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Article Information

Submitted date 09-01-2025
Revised date 25-03-2025
Accepted date 27-03-2025

Keywords:

need for power;
need for achievement;
need for affiliation;
intention to work overseas;
Gen Z.

Kata kunci:

kebutuhan akan kekuasaan;
kebutuhan akan prestasi;
kebutuhan akan afiliasi;
keinginan untuk bekerja di luar negeri;
Generasi Z.

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Abstract

According to data from BP2MI in 2023, Indonesians have increased interest in working overseas. One of the fundamental drivers of human behavior is need. This research aims to determine whether three specific needs (need for achievement, power, and affiliation) influence Gen Z's intention to work overseas, with gender as a potential moderator. This quantitative research focused on Gen Z individuals as respondents. Data were collected using Google Forms distributed among 478 students (354 females; 124 males) from various universities in Indonesia. Hypothesis testing used moderation path analysis, facilitated by the statistical software Jamovi 2.3.26. The respondents' need profiles were: need for achievement ($M = 3.81$), affiliation ($M = 3.57$), and power ($M = 3.57$). Results from hypothesis testing indicate that gender did not moderate the need for achievement, power, and affiliation, which impact Gen Z's intentions to work overseas. Need for achievement emerged as the most dominant need among respondents, followed by affiliation and power. These findings suggest implications for designing effective self-development programs tailored to individuals' dominant needs, thereby enhancing the success of interventions.

Abstrak

Berdasarkan data BP2MI tahun 2023, minat masyarakat Indonesia untuk bekerja di luar negeri semakin meningkat. Salah satu faktor pendorong utama perilaku manusia adalah kebutuhan. Penelitian ini bertujuan untuk mengetahui apakah tiga kebutuhan spesifik (kebutuhan untuk berprestasi, kekuasaan, dan afiliasi) memengaruhi niat Gen Z untuk bekerja di luar negeri, dengan gender dianggap sebagai moderator potensial. Studi kuantitatif ini berfokus pada individu Gen Z sebagai responden. Data dikumpulkan menggunakan Google Forms yang didistribusikan kepada 478 mahasiswa (354 perempuan; 124 laki-laki) dari berbagai universitas di Indonesia. Pengujian hipotesis menggunakan analisis jalur moderasi, yang difasilitasi oleh perangkat lunak statistik Jamovi 2.3.26. Profil kebutuhan responden adalah: kebutuhan untuk berprestasi ($M = 3,81$), afiliasi ($M = 3,57$), dan kekuasaan ($M = 3,57$). Hasil pengujian hipotesis menunjukkan bahwa gender tidak memoderasi dampak kebutuhan untuk berprestasi, kekuasaan, dan afiliasi terhadap niat Gen Z untuk bekerja di luar negeri. Kebutuhan untuk berprestasi muncul sebagai kebutuhan yang paling dominan di antara responden, diikuti oleh afiliasi dan kekuasaan. Temuan ini menunjukkan implikasi untuk merancang program pengembangan diri yang efektif yang disesuaikan dengan kebutuhan dominan individu, sehingga meningkatkan keberhasilan intervensi.



INTRODUCTION

In Indonesia, when asked about their expectations after graduating from college, most students directly cite entering the workforce. This is supported by results from a tracer study conducted by a national website, which indicated that over 60% of graduates from prominent universities like Institut Teknologi Bandung, Universitas Gadjah Mada, Universitas Indonesia, and Universitas Padjadjaran in 2019 pursued careers in the public or private sectors. Data from the Indonesian Migrant Workers Placement Agency (*Badan Pelindungan Pekerja Migran Indonesia* [BP2MI]) reveals an increase in Indonesian Migrant Workers (*Pekerja Migran Indonesia* [PMI]) among undergraduate and diploma holders. From 2017 to 2019, the number of undergraduates opting to work abroad was recorded at 1,298, 1,225, and 1,495, respectively, encompassing both genders. As of March 2023, PMIs with diplomas or bachelor's degrees numbered 1,539, with the top destinations being Taiwan, Malaysia, Hong Kong, South Korea, and Japan (*Pusat Data dan Informasi*, 2023). These statistics from BP2MI provide a compelling basis for an in-depth analysis of the intentions of college graduates (diploma and bachelor levels), particularly Generation Z (born 1997–2012; van Twist & Newcombe, 2021).

The result of a survey conducted by Jangkara Data Lab (Jangkara) through digital research on 1,185 Gen Z by 2024 explained that 74% expressed interest in working overseas, 20% said they were not interested, and the rest did not vote (Setyaningrum, 2024). The factors that cause this high interest include the amount of salary expected to be received (5–10 million rupiah), flexibility of working hours, work-life balance, and mental health. These factors underlying Gen Z's interest in working overseas align with the result of a survey for Gen Z in Indonesia conducted by IDN Research Institute (2024; Setyaningrum, 2024). Besides the survey result, previous research conducted by Matzhanova et al. (2021) states that Gen Z intends to work overseas because of their optimism for developing their individuality rather than developing family values. This research will focus on the influence of personal aspects (the three needs—achievement, power, affiliation—and gender) on Gen Z's intention to work overseas.

According to Bandura (as cited in Ajzen, 1988), intention is a person's determination to carry out certain activities or produce a particular situation in the future. Meanwhile, Ajzen explains in the Theory of Planned Behavior that intention is the variable closest to behavior, bridging human attitudes with actions (Ajzen, 1991). Moullin et al. (2018) emphasize that intention plays a crucial role in human behavior. Therefore, understanding intention allows us to predict future behaviors. This study examines whether the intention to work overseas, identified as a key factor influencing this decision, is shaped by basic human needs, as outlined in these definitions, based on the idea that fundamental human motivation stems from needs.

David McClelland, a prominent figure in psychology who studied human needs, developed the theory of three needs, building on Murray's proposition that all individuals possess basic needs but with varying dominance among them (Murray, 1983). McClelland's theory asserts that three primary needs—achievement, power, and affiliation—significantly shape an individual's behavior, thereby influencing their motivational profile. Work motivation in psychology has a history related to global mobility (McClelland, 1961; Tidrick, 1971). This theory is also known as the Learned Needs Theory (Moore et al., as cited in Islam & Zayed, 2023).

Meanwhile, research involving gender also provides information on how gender influences the intention or willingness to accept overseas assignments. Adler (1984) explains that there are no gender differences in international career interests. In contrast, Lowe et al. (1999) explain that men and women consistently differ in their willingness to work in specific overseas locations. Furthermore, research conducted by Cordua and Netz (2022) explains that gender differences can affect students'

spatial mobility due to each individual's social roles and cognitive development theories. Based on these studies, this research will further explore how gender moderates the influence of the need for achievement, power, affiliation, and intention to work overseas among Gen Z.

Intention to Work Overseas

Intention, as defined by Bandura (as cited in Ajzen, 1988), refers to a person's determination to carry out specific activities or achieve a particular situation in the future. Ajzen's Theory of Planned Behavior further elaborates that intention is the variable closest to behavior, bridging human attitudes to actual behavior (Ajzen, 1991). Moullin et al. (2018) emphasize that intention is crucial in determining human behavior.

Intentions, based on the perspectives of Fishbein and Ajzen (1975), manifest as general intentions characterized by elements of behavior, targets, situations, and time. These elements define a specific intention, including a particular behavior in response to a situation aimed at achieving a specific target within a defined time frame. To elaborate: (1) behavior, actions undertaken by an individual in response to their environment; (2) target, the specific goal or purpose of the behavior; (3) situation, the context in which the behavior is expected to occur; (4) time, the period when the behavior will be enacted. Intentions are effectively measured when these four elements are clearly defined.

Moullin et al. (2018) explained that intention could be directly measured, a concept referred to as global intention. This is done by asking the subject whether they intend to perform a specific action favorably (supporting the object) or unfavorably (not supporting the object). For instance, asking about intentions to support the construction of a mosque in their neighborhood would elicit responses, such as, "I strongly support the construction of a mosque in my neighborhood." This study will also use a global intention approach to measure the subjects' intentions directly.

Need for Achievement, Affiliation, and Power

Jager et al. (2017) explain that the three-needs theory proposed by McClelland in 1961 is a classic theory that identifies three intrinsic motives driving individual behavior: the need for achievement, affiliation, and power. These needs have been widely utilized in motivational and organizational psychology to explain why individuals act as they do. The development of McClelland's three-need theory began with clinical psychology research at Harvard on personality exploration conducted by Murray in 1938. The three needs McClelland used in his study serve as an integration model for explaining the concept of the achieving society (McClelland, 1971).

The need for achievement is the desire to accomplish something significant, demonstrating persistent effort. Individuals with a dominant need for achievement typically exhibit resolute characteristics in goal attainment, possess a strong sense of responsibility, prefer challenging tasks, require feedback on their work outcomes, and have a high capacity for innovation. This can lead to the emergence of cunning behavior to achieve goals among entrepreneurs. McClelland's research indicates that individuals with a high need for achievement are inclined to complete complex tasks. This led to the assumption that such individuals are superior and consistently perform better under any circumstances (McClelland, 1971, 1987). However, this assumption was disproven as they struggled with routine tasks (McClelland, 1987). The need for achievement drives a person towards success only when the goals are realistic and achievable. Moreover, enhancing the need for achievement could boost the economic growth of specific regions, groups, or organizations with human resources predominantly high in this need (McClelland, 1971).

Research conducted by McClelland (1987) on human motivation suggests that each individual has a dominant need. Individuals with a predominance of the need for achievement have the following characteristics: (1) preference for challenges, they perform better when dealing with tasks with mod-

erate challenges, with a probability of success between 30% to 50%, and tend to avoid tasks with uncalculated risks; (2) strong will and persistence, they exhibit persistence, especially on varied tasks, and can endure longer in tasks with different difficulties, and if they fail at the beginning of an easy task, they will persevere and try to improve, but not under challenging tasks; (3) personal responsibility, they take personal responsibility for their performance and tend to complete their tasks to satisfaction; (4) need for feedback, they require feedback on their performance and they value feedback related to task efficiency more than relational feedback within groups and prefer informational feedback over monetary feedback; (5) innovation, they develop innovative solutions for tasks, always seeking useful information to enhance their work, and dislike routine and monotonous tasks; and (6) collaborative environment, they thrive in environments with others who have a dominant need for achievement, enjoying the challenge of even competition. Among entrepreneurs, individuals with a high need for achievement may develop dishonest or devious ways to complete tasks quickly, driven by the desire to create shortcuts.

McClelland (1987) describes the need for affiliation as a desire for friendship, which relates to the aspiration to establish, maintain, or prioritize effective relationships with individuals or groups. This need arises when individuals seek to be liked, accepted as friends, or forgiven by others. Individuals with a dominant need for affiliation typically engage in activities that provide affiliative rewards, maintain established social relationships, easily pause their tasks, avoid conflicts and competition, and tend to conform to the norms and expectations of others. These characteristics suggest that individuals with a strong need for affiliation are well-suited for group tasks. However, McClelland notes that their tendency to avoid conflict can hinder their performance as managers. Additionally, individuals with a predominant need for affiliation may exert less influence in bureaucratic functions.

Like individuals with a predominance of the need for achievement, McClelland (1987) also describes the characteristics of individuals with a predominant need for affiliation. These characteristics are: (1) work incentives, they tend to show good work results when given affiliative incentives; (2) seeking help, they easily pause their tasks and ask for help from others to complete their work; (3) interpersonal relationships, they maintain interpersonal relationships, socialize quickly, are more sensitive to dealing with individuals than with objects, and seek recognition and assurance from others and dislike being around unfriendly individuals; (4) conformity, they tend to conform to the expectations and norms of others, prioritizing cooperation and avoiding conflicts, and also have a genuine interest in the feelings of others; and (5) fear of rejection, they fear rejection, avoid conflicts and competition, and prefer to help others complete their tasks.

The third need discussed by McClelland is the need for power, defined as an individual's desire to control and influence others. McClelland explained that the need for power relates to the political tools used to achieve economic goals. Individuals with high scores in need of power tend to exhibit assertive behavior. Murray and Cattell, however, assert that the need for power is driven by the impulse to act aggressively and dominantly. McClelland describes individuals with a dominant need for power as assertive but often aggressive, enjoying high competition and willing to take risks to complete their tasks. These individuals tend to have a negative self-image, prefer work that influences others, focus on prestige, and value hierarchical relationships (McClelland, 1987).

McClelland (1987) further explains that individuals with a predominant need for power have the following characteristics: (1) personal power, associated with the negative aspects of power and is characterized by impulsiveness, aggression, and competitiveness (especially in men), may exploit or overly pamper others, create disputes in relationships (both work and personal), and contribute to a toxic work environment, and is often driven by a fear of powerlessness; (2) social power, charac-

terized by a concern for the usefulness of social groups or the organization, which reflects less selfish behavior, and its orientation towards personal or social power depends on the activity's level of responsibility or obstacles where individuals facing high-level obstacles tend to display more socially oriented behavior, which can be destructive as a symbol of personal power, seeking prestige which is often symbolized by collecting items that represent power; (3) negative self-image, where individuals with a dominant need for power often have a negative self-image due to their assertive-aggressive tendencies, which are viewed negatively by some people and are considered anti-social, resulting in punishment during childhood, and although aggression is not always negative, societal norms often view it as such so these individuals may feel inadequate or dissatisfied with their lives and may have problems with alcohol or drugs; (4) influential work, these individuals choose jobs that allow them to influence others, showing a passion for organizing and controlling people; (5) exploitative behavior, they engage in activities that help them gain recognition from group members and allow them to exploit others, and tend to evaluate others' work negatively and are unwilling to help solve others' problems; (6) hierarchical relationships, they value relationships defined by hierarchical positions and can develop their abilities as leaders if they combine positive traits and focus on task completion; and (7) anxiety and risk-taking, they have a relatively strong anxiety component in their behavior and tend to take risks in their activities.

Gender

Gender explains physiological and anatomical attributes that differentiate men and women. It is related to the male and female bodies, where men produce sperm, and women produce ovum and are biologically capable of menstruating, giving birth, and breastfeeding (Wade & Tavris, 2007). The physical differences between men and women are biological. Men typically have deeper voices, mustaches, beards, flat chests, and Adam's apples, while women generally have softer voices, prominent chests, and larger hips than men (Kusumawati, 2007).

These physical differences significantly influence the social roles of men and women. Men are often seen as breadwinners, holding the position of head of the household, and are considered suitable for challenging public roles. In contrast, women are seen as household managers, taking on the role of homemakers, and are deemed appropriate for domestic affairs (Raharjo, 1997). Raharjo also describes psychological differences between men and women. Women are more sensitive to the emotions of others, recognizing when someone is angry or hurt without explicit cues. Men must often see tears or angry expressions to understand the situation entirely. This sensitivity in women is often referred to as "women's intuition," which is their extraordinary ability to detect subtle changes in others' behavior. Based on experts' opinions, it can be concluded that gender refers to the differences between men and women in physiological, biological, psychological, and social roles.

Intention, the Three Needs, and Gender

Research on intention has been developing since the 1980s, formulated in the Theory of Planned Behavior, which suggests that intention is the most significant determinant of behavior. Moullin et al. (2018) explain that intention is a crucial determining factor for human actions and behavior. This includes predicting Gen Z's decision to work overseas based on their intentions.

Research by Steers and Braunstein (as cited in McClelland, 1987), indicates that individuals with a high need for power often excel and are likely to occupy supervisory roles. These individuals exhibit a strong presence, are recognized by others, and demonstrate effective leadership behavior. This aligns with Swanson's observation that large companies require leaders with a dominant need for power, whereas small or growing companies benefit more from individuals with a dominant need for

achievement. A study by Herlina et al. (2022) found that the need for achievement has a stronger influence on the motivation to share knowledge than the need for power and affiliation.

Duncan and Peterson (2010) further reveal differing need profiles between men and women. Their study clarifies that while there is no significant gender difference in the absolute levels of the need for achievement and the need for power, the need for affiliation tends to show more pronounced sex-based differences. Islam & Zayed (2023) and Nindyati (2023) found similar results regarding gender and motivation in different countries. Islam and Zayed reported significant differences in achievement motivation among male and female respondents. Meanwhile, Nindyati also found mean differences in the need for achievement, power, and affiliation among male and female respondents. These inconsistencies in research findings on gender and the need for achievement, power, and affiliation highlight a research gap that requires further investigation.

Research on gender and willingness to work overseas has also shown varied results. Adler (1984) discovered no difference between male and female employees' interest in working overseas. However, more recent research by Lowe et al. (1999) showed differences in the willingness of men and women to accept overseas assignments, with women being less willing to accept these assignments.

Building on the previous section's discussion of intention and needs for achievement, power, affiliation, and gender, as well as data from BP2MI regarding the number of female migrant workers participating in overseas work placement programs, researchers speculate that gender variability within Gen Z might moderate the impact of the needs for achievement, power, and affiliation on their intention to work overseas. Therefore, this research explores whether gender can moderate the influence of the needs for achievement, power, and affiliation on the intention to work overseas. The proposed hypothetical model is depicted in Figure 1.

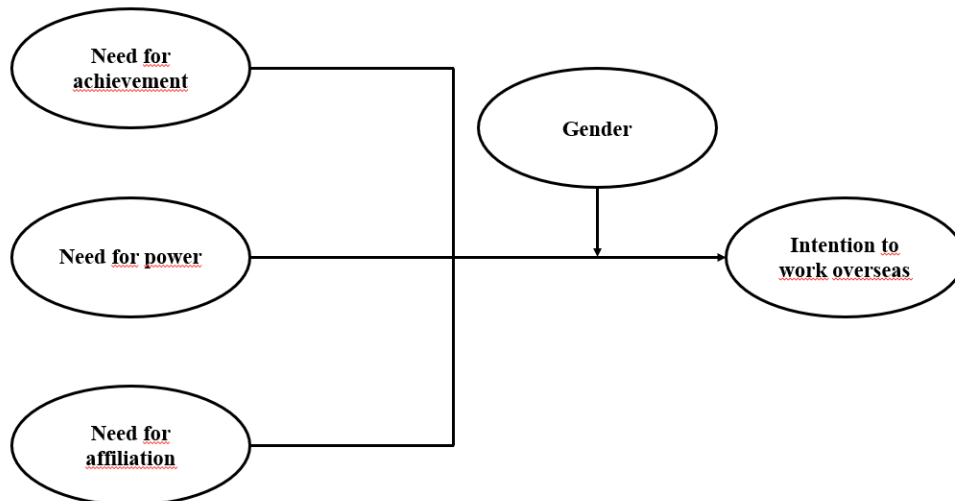


Figure 1.
Research Hypothesis Model

To investigate the relationship between the need for achievement, power, affiliation, and intention to work overseas, along with the moderating effect of gender, the hypothesis for this research is formulated as: “The need for achievement, power, and affiliation influence Gen Z’s intention to work overseas, with gender acting as a moderator.”

METHODS

Research Design

This research employs a quantitative approach, specifically an explanatory study with a correlational design. This design includes quantifiable data-gathering variables, assumes a normal population distribution, and presents data in tables, graphs, or figures. The process is repeatable.

Population and Setting

The population for this research consists of Gen Z individuals born between 1997 and 2012, spread across Indonesia, who are in their final semester of a bachelor's program at the time of data collection.

Sample and Sampling Technique

The sampling technique used in this research is non-random sampling. This method does not provide equal opportunities for each individual to become a research sample but instead relies on individuals we meet during research who are willing to participate. Data was collected using a Google Form and disseminated through various media, such as WhatsApp groups, Telegram, and colleagues from various universities in Indonesia. Data collection occurred over four weeks, from June 5 to 30, 2023.

Research Instrument

As described by Moullin et al. (2018), the intention to work overseas is measured using a global intention approach. This measurement involves four questions about the interest in and intention to work overseas after graduating from college, rated on a scale of 1 to 5. The results of the measurement analysis can be seen in Table 1.

McClelland developed the theory of three needs based on the personality theory developed by Murray (1983). Murray identified a total of 44 needs in human personality, divided into 20 manifest needs, eight latent needs, four inner states, and 12 general traits. McClelland (1987) focused on three dominant needs that often influence human behavior: the need for achievement, affiliation, and the need for power, which are categorized as manifest needs. A questionnaire was used to obtain data on the needs of research respondents, with items developed by Murray. There are 10 items for achievement needs, 20 for affiliation needs, and 10 for power needs. Each respondent responds to each item by indicating how well it suits their condition on a scale of 1 to 5.

In this research, the reliability test was carried out by calculating the Cronbach's alpha coefficient. Previous research reports reliability coefficients of .60 for need of achievement, .88 for need of affiliation, and .70 for need of power (Nindyati, 2004). The researcher re-analyzed the measurements for this research to obtain up-to-date information on internal consistency and Cronbach's alpha. The results of the measurement analysis can be seen in Table 1.

Table 1.
Measurement Analysis Results

Variables	Item-Total Correlation	Cronbach's α	Σ Items
Need for achievement	.283–.563	.756	7
Need for affiliation	.428–.702	.866	18
Need for power	.283–.614	.792	10
Intention to work overseas	.463–.631	.741	4

Based on Table 1, we can observe that the number of items needed for achievement has decreased to 7. This indicates that three items (items 5, 6, and 10) did not meet the standard for item-total correlation. Similarly, the items for the need for affiliation have decreased to 18 items, suggesting that three items (items 1 and 18) did not meet the standard for item-total correlation.

RESULTS

Hypothesis testing was conducted using the moderation path analysis method to achieve the research objectives, facilitated by the statistical analysis program Jamovi 2.3.26. This approach, rooted in the theory by Hayes (2013) of moderation analysis, examines how a moderator variable can influence the strength and direction of the relationship between independent and dependent variables. Through this moderation test, this research aims to ascertain whether specific respondent characteristics can amplify or modify the correlation between the needs for achievement, power, and affiliation and Gen Z's intention to work overseas. Moderation is inferred if these impacts vary between male and female respondent groups.

Descriptive Overview

This research included 478 respondents from various universities across Indonesia, aged between 19 and 28, with an average age of 23.1 and a standard deviation of 1.45. The research involved five variables: need for achievement, need for affiliation, need for power, gender, and intention to work overseas. Table 2 provides a descriptive overview of these research variables.

Table 2.
Descriptive Overview of Research Variables

Variables	Frequency	Mean	Std. Deviation	Min.	Max.
Need for Achievement		3.8	4.48	14	35
Need for Affiliation		3.57	11.1	32	90
Need for Power		3.08	6.39	13	50
Intention to Work Overseas		13.4	3.23	4	18
Gender					
Women	354 (74.1%)				
Men	124 (25.9%)				

Table 2 provides a descriptive overview of the research variables. It indicates each need's mean and standard deviation based on empirical mean information derived from the items in each category. Specifically, the empirical means are 3.8 for the need for achievement (7 items), 3.57 for the need for affiliation (18 items), and 3.08 for the need for power (10 items). These results suggest that respondents in this research exhibit a primary dominance in the need for achievement, followed by affiliation, and the least in the need for power.

Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships between the research variables. The results indicated significant positive correlations ($p < .001$) among all variables, with correlation coefficients ranging from .218 to .455. The correlation values are detailed in Table 3.

Table 3.
Correlation Matrix

Variables	1	2	3	4
Need for Power	-			
Need for Achievement	.455***	-		
Need for Affiliation	.273***	.255***	-	
Intention to Work Overseas	.218***	.238***	.237***	-

Regression Analysis

Researchers conducted a multiple linear regression analysis to assess the collective impact of independent variables on the dependent variable. The regression model yielded an R^2 of .0984, indicating that the combined effects of the need for achievement, power, and affiliation can explain 9.84% of the variance in intentions to work overseas. The results of the F -test ($F = 17.2, p < .001$) confirm the overall significance of the regression model.

Table 4 further illustrates the effect of each independent variable on the dependent variable. The intercept coefficient was found to be 5.7273 ($SE = 1.0815, p < .001, 95\% CI [3.60222, 7.8524]$), suggesting that when the independent variables are zero, the dependent variable is estimated at 5.7273. The coefficient for need for power was .0533 ($SE = .0251, p < .05, 95\% CI [.00402, .1025]$), indicating that a one-unit increase in need for power corresponds to a .0533-point increase in intentions to work overseas. Similarly, the coefficient for need for achievement was .1066 ($SE = .0356, p < .01, 95\% CI [.03672, .1765]$), indicating a .1066-point increase in intentions for each unit increase in need for achievement. Lastly, the coefficient for the need for affiliation was .0497 ($SE = .0134, p < .001, 95\% CI [.02339, .0761]$), suggesting a .0497-point increase in intentions for each unit increase in the need for affiliation.

Table 4.
Multiple Linear Regression Test on the Intention to Work Overseas

Predictor	Estimate	SE	95% CI		t-value	p-value
			Lower	Upper		
Intercept	5.7273	1.0815	3.60222	7.8524	5.30	< .001
Need for Power	.0533	.0251	.00402	.1025	2.13	.034
Need for Achievement	.1066	.0356	.03672	.1765	3.00	.003
Need for Affiliation	.0497	.0134	.02339	.0761	3.71	< .001

Table 4 shows that the need for achievement exerts the strongest influence, followed by the need for affiliation and power. However, the model explains only a small proportion of the variance in intentions to work overseas.

Hypothesis Testing

This research examines the role of gender as a moderator in the influence of the need for achievement, power, and affiliation on Gen Z’s intention to work overseas. Testing was conducted using Jamovi software version 2.3, employing the med-mod module for moderator analysis. Moderator testing utilized the bootstrap method with 1000 samples to establish a 95% confidence interval. Bootstrapping, a statistical technique, estimates the sampling distribution of a statistic by resampling from available data.

Based on the moderator testing results, gender did not moderate the influence of the need for achievement, power, and affiliation on Gen Z’s intentions to work overseas. Tables 5, 6, and 7 present an overview of the test results.

Table 5.

Gender as a Moderator of the Influence of Need for Power on Gen Z's Intention to Work

	Estimate	SE	95% CI		Z	p
			Lower	Upper		
Need for Power	.1157	.0241	.0703	.165	4.803	<.001
Gender	-.3548	.3726	-1.1133	.345	-.952	.341
Need for Power * Gender	.0548	.0525	-.0436	.158	1.043	.297

Table 5 illustrates that gender does not significantly moderate the influence of the need for power on Gen Z's intentions to work overseas. The interaction term between the need for power and gender yielded an insignificant result with an estimated value of .0548 ($SE = .0241$), 95% CI [-.0436, .158]. This suggests that gender does not moderate the relationship between the need for power and the intention to work overseas.

Table 6.

Gender as a Moderator of the Influence of Need for Achievement on Gen Z's Intention to Work Overseas

	Estimate	SE	95% CI		Z	p
			Lower	Upper		
Need for Achievement	.1751	.0328	.113	.242	5.336	<.001
Gender	-.1300	.3358	-.770	.536	-.387	.699
Need for Achievement * Gender	.0441	.0839	-.134	.200	.525	.600

Table 6 indicates that gender does not significantly moderate the influence of the need for achievement on Gen Z's intention to work overseas. The interaction term between the need for achievement and gender had an estimated value of .0441 ($SE = .0839$), 95% CI [-.134, .200]. Thus, gender does not moderate the relationship between the need for achievement and the intention to work overseas.

Similar results were found in testing gender as a moderator for the effects of the need for affiliation on the intention to work overseas (Table 7). The analysis showed no significant effect with an estimated .0016 ($SE = .0316$), 95% CI [-.0620, .0638]. Therefore, gender does not moderate the influence of the need for affiliation on the intention to work overseas.

Table 7.

Gender as a Moderator of the Influence of Need for Affiliation on Gen Z's Intention to Work Overseas

	Estimate	SE	95% CI		Z	p
			Lower	Upper		
Need for Affiliation	.07024	.0135	.0411	.0949	5.2012	<.001
Gender	-.16968	.3253	-.7709	.4869	-.5217	.602
Need for Affiliation * Gender	.00162	.0316	-.0620	.0638	.0512	.959

Researchers further explored potential differences in research variables based on respondents' gender. The variables tested included the need for power, the need for achievement, the need for affiliation, and the intention to work overseas. Due to the substantial difference in sample sizes, with 354 female and only 124 male respondents, a non-parametric statistical analysis method, specifically the Mann-Whitney U test, was used. The results of this analysis are presented in Table 8.

Table 8.
Mann-Whitney U Test

	Statistic	<i>p</i>	Effect Size
Need for Power	15,398	< .001	.298
Need for Achievement	18,786	.017	.144
Need for Affiliation	17,553	< .001	.200
Intention to Work Overseas	21,465	.714	.022

Based on the tests conducted, the results can be interpreted as follows: (a) the Mann-Whitney U test revealed a significant difference in the need for power between women (*Mdn* = 30) and men (*Mdn* = 34), with a medium effect size ($U = 15,398, p < .001, r = .298$); (b) the Mann-Whitney U test also showed a significant difference in the need for achievement between women (*Mdn* = 27) and men (*Mdn* = 28), with a small effect size ($U = 18,786, p < .05, r = .144$); (c) significant differences were found in need for affiliation between women (*Mdn* = 63) and men (*Mdn* = 66.5), with a medium effect size ($U = 17,553, p < .001, r = .200$); and (d) for the intention to work overseas, there was no significant difference between women (*Mdn* = 14) and men (*Mdn* = 14), with $U = 21,465$ and $p > .05$.

DISCUSSION

This research aimed to examine whether gender moderates the influence of the need for achievement, power, and affiliation on Gen Z's intention to work overseas. The results indicate that gender is not a moderator in this context. This research demonstrates that these three needs—achievement, power, and affiliation—directly influence Gen Z's intention to work overseas, regardless of gender. Gender does not affect the magnitude or direction of these influences.

Despite the notion by Raharjo (1997) that gender influences human behavior, such as women's greater sensitivity to emotions and men's higher competitiveness, these factors did not significantly affect the three needs that shaped Gen Z's intention to work overseas. This finding contrasts with Raharjo's explanation and shows that gender does not significantly impact these needs.

Additionally, this research found no difference in the intention to work overseas between male and female respondents, consistent with Corpuz et al. (2022). This suggests that physiological differences based on gender do not significantly affect Gen Z's intention to work overseas. According to Ajzen (1991) and Fishbein & Ajzen (1975), individual intentions are shaped by experiences rather than traits associated with gender. This supports Fishman et al. (2020), which asserts that they are formed by experiences, not gender-specific traits. Our results also align with Adler (1984), who found no significant difference in interest in working overseas between male and female employees. Indeed, this research did not prove that gender can moderate. However, other studies have stated that gender can moderate the relationship between masculinity ideology and health status (Levant et al., 2019), job demands with job resources (Xie et al., 2021), and social support with the perseverance of effort (Song et al., 2023). Research conducted by Selmer and Luring (2011) also stated that gender differences do not moderate the influence of three needs—achievement, power, affiliation—and intention to work overseas. This is due to other factors influencing this, including individual experience and cognition.

This research further reveals that all three needs—achievement, power, and affiliation—directly influence Gen Z's intention to work overseas. These needs play a significant role in various settings, including work (Uduji & Ankeli, 2013), education (Corpuz et al., 2022), and social contexts (Wolff, 2019). Our findings corroborate previous research, highlighting the significant role of these needs in Gen Z's intention to work overseas. Specifically, the need for achievement was found to have the

most significant impact on Gen Z's intention to work overseas. Gen Z individuals with a strong need for achievement are motivated by the opportunity to gain new experiences, improve professional skills, and meet higher standards. The competitive environment abroad also appeals to them. The need for power also influences Gen Z's intention to work overseas. This need reflects a desire to lead and control, and working overseas presents opportunities for leadership in a multicultural context and managing larger teams. Gen Z, with a strong need for power, is likely drawn to the recognition and status associated with international experience. Gen Z values interpersonal relationships and seeks acceptance and approval for the need for affiliation. Working overseas is seen as a chance to expand social and professional networks within a multicultural setting.

Our research suggests that gender does not influence Gen Z's intention to work overseas. Instead, intentions are driven by the dominance of the three needs within individuals. This research explains that Gen Z, both men and women, have equal access in the era of globalization. Information on career opportunities is obtained equally, thus making them equal in accessing work overseas opportunities. Research related to gender as a moderator in the career aspirations of Gen Z in Germany (Lassleben & Hofmann, 2023) explains that gender differences traditionally do not affect career aspirations as long as they have similar educational backgrounds, socioeconomic status, or exposure to global culture.

This research also provides insights into the needs profile of Gen Z in Indonesia, with a dominant need for achievement followed by affiliation and power. This contrasts with findings from a study of students at a private university in Jakarta (Nindyati, 2023), where the need for affiliation was dominant, followed by achievement and power. This difference may reflect variations in organizational culture or study conditions. Research conducted at a private university in Jakarta indicates a homogeneous organizational culture among the respondents. In contrast, this research did not control for organizational culture or specific cultural contexts and involved a larger number of respondents. This finding aligns with research conducted in Malaysia on Malaysian and Indonesian students (Trumbull & Rothstein-Fisch, 2011). The results of our research can provide suggestions to universities or career centers to better support students in considering international careers. The suggestions we can give to companies that will recruit employees are to make job requirements transparent and close the gap between female and male prospective employees. The need for achievement may not be as universally influential in shaping behavior as the Islamic values, which are more consistent among the respondents in that study.

Practical Implication

The results of this research confirm that career aspirations are more due to internal motivation and not influenced by gender, including the intention to work overseas for Gen Z. Gen Z, who thrive in the same environment, will get the same stimulation, so it will not cause a difference in their intention to work overseas. Moreover, the factors affecting the choice to work overseas are generally explained as better income, flexible working hours, work-life balance, and mental health. By using the results of this research, policymakers should no longer look at gender when making decisions about placing employees overseas. However, focus more on their internal drives, considering that Gen Z women tend to choose jobs rich with social relationships, and Gen Z men will choose jobs that give them challenges (Lašáková et al., 2023).

CONCLUSION

The main conclusion of this research is that the needs for achievement, power, and affiliation directly influence Gen Z's intention to work overseas. Gender, with its physiological characteristics, does not alter or moderate the impact of these three needs on the intention to work overseas. Addition-

al conclusions include no significant differences in the intention to work overseas between male and female respondents and that the needs profile among respondents shows a dominant hierarchy of need for achievement, followed by the need for affiliation and power. Future research could enhance intention measurement by applying approaches such as the Theory of Planned Behavior, which involves eliciting salient beliefs to identify specific factors influencing individual intentions.

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