

Job Satisfaction Gen-Z: A Systematic Literature Review

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ABSTRACT

This study examines the importance of human resource management (HRM) in attracting, retaining, and managing employee performance. This research highlights the role of HRM in organizing compensation, benefits, and creating a positive work environment to increase job satisfaction and productivity. This research focuses on Generation Z's preferences for job satisfaction, including flexibility, work-life balance, and meaningful work. It discusses how managers should adapt to retain young employees and invest in their development and well-being. Using bibliometric analysis and PRISMA guidelines, this research analyzes scholarly publications to understand the factors that influence job satisfaction among Generation Z. It concludes that job satisfaction is critical for young employees and invests in their development and well-being. The research concludes that job satisfaction is critical to retaining employees and creating a positive workplace culture. The study suggests that businesses should adapt to the changing needs of Generation Z by focusing on employee satisfaction to improve performance and reduce employee turnover, and underscores the importance of investing in employee well-being for the long-term success of companies.

Keywords: Job Satisfaction, Generation Z, SLR.

INTRODUCTION

HRM, or human resource management, is crucial in contemporary businesses. Employers with competencies that align with the company's values and culture are drawn to candidates with strong HR practices (Hiltrop, 1999). Long-term success can be achieved by retaining the best talent. Attracting, recruiting and retaining the best employees is the primary task of HRM. Finding and retaining the right employees is more important than ever in today's competitive business world. HRM makes ensuring businesses have access to a large pool of competent applicants, which can improve output and creativity (Tan & Nasurdin, 2011).

HRM is also responsible for managing employee performance, which includes setting performance goals, providing feedback, and conducting performance evaluations. Through unambiguous performance standards and consistent feedback, employers can assist staff members in enhancing their abilities and augmenting their value to the organization (Mone et al., 2018). HRM is responsible for organizing compensation and benefits. This includes creating a competitive compensation plan for the industry, overseeing benefits programs such as health insurance and retirement, and ensuring that employees are fairly compensated for their work. Competitive pay and benefits packages help businesses draw in top talent and keep motivated staff members (Thibault Landry et al., 2017).

Employee motivation and engagement can be raised by using efficient human resource management (HRM) techniques (Albrecht et al., 2015). Businesses that foster a healthy work atmosphere, offer opportunities for advancement, and acknowledge employee accomplishments can boost employee happiness, productivity, and overall performance (Raziq & Maulabakhsh, 2015).

Businesses have prioritized job satisfaction since the early 20th century. Theories of motivation and job satisfaction frequently intersect in research (Tietjen & Myers, 1998). Human resource professionals and change drivers are critical to understanding the employee experience, discovering factors that influence job satisfaction, and creating innovative solutions. A recent survey shows that job satisfaction in the United States has reached an all-time high. There is a growing trend in two areas: compensation and work-life balance (Alias et al., 2018). To retain employees and create a positive workplace culture, it is important for companies to focus on employee satisfaction.

Employers should prioritize employee satisfaction in order to retain staff and foster a healthy work environment (Irabor & Okolie, 2019). Employees who feel satisfied with their jobs are more likely to be excited and engaged in their work. They are more likely to work harder, contribute new ideas, and strive to achieve the best of themselves. Employee output and satisfaction will increase. Better goods and services are the end result, which raises the business's profitability (Zeithaml, 2000).

Employees who feel satisfied with their jobs are less likely to leave. Because they feel valued and connected to their role, they are more eager to do what they have to do. If employees feel satisfied with their work and valued, they are less likely to look for opportunities elsewhere. This enables businesses to make significant financial savings on the recruiting, training, and onboarding of new staff (Chillakuri, 2020).

Generation Z is focused on job satisfaction, which affects their choices for careers, productivity and overall well-being. Companies that value a good work-life balance and offer flexible working options are what Generation Z is looking for (Sánchez-Hernández et al., 2019). They seek remote work, flexible schedules, and plenty of time off to prioritize their personal time and well-being. These aspirations are a result of growing up in the digital age, when work and personal life are becoming more and more entwined (Baym, 2015).

This generation is driven by the desire to find purpose in their work. They prefer businesses with strong ethical principles, social responsibility programs, and distinct mission statements because they want to feel that their contributions matter and have a beneficial impact on the world (Montana & Petit, 2008).

Generation Z is a group of young people born between the mid-1990s and the late 2010s. Now they are coming into the market and starting their first businesses. Therefore, managers need to provide a professional work atmosphere that motivates young workers to achieve well and develop a future relationship with the company (Hershatter & Epstein, 2010). Businesses have to change the way they encourage their employees due to changes in the economy, especially the knowledge-based economy. This is due to the realization that employees are a company's most valuable resource, and companies must continue to invest in them. This is accomplished through funding employee education as well as investing in their health, including work-life balance initiatives, environmental protection, and business-related activities (Guest, 2002).

In general, many studies show that individuals seek to achieve personal fulfillment and advancement through having a significant and purposeful career, as well as having significant relationships and social belonging in their professional and personal lives to achieve reconciliation between their work and personal lives. However, in their research they found that this generation tends to prefer working alone, and they do not like to

depend on others to work in teams. Since, according to Seemiller & Grace (2015), "HR directors should consider adopting a strategy of "understanding Generation Z and letting them be themselves." If they fail to modify their procedures to meet the demands of the next generation, the labor market will see a high rate of employee turnover.

In addition, Generation Z seems to differ from previous generations in many ways, such as their value for doing meaningful work and finding a healthy balance between work and personal life. Therefore, the study of their particular ways of influencing their attitudes towards work is crucial. The authors argue that future research should not be limited to one country or group. Instead, research should focus on a wide range of workers in different industries, countries and work settings. There is not much knowledge on how to attract and retain this latest generation of talent.

METHOD

Bibliometric Analysis

Data for this study was gathered from scientific articles that were listed in the Mendeley and Scopus databases. journals available via Scopus and Google Scholar. 235 articles' worth of results were gathered by utilizing the keywords Gen Z and work happiness. Following that, 235 journals were downloaded and added to the Mendeley Reference Manager application in RIS (Research Information System) format. Each journal's RIS format was transformed or exported into the journal's overall RIS format. Next, a graphical depiction of the bibliometric map was created by entering the journal's complete RIS format into the VOSviewer software.

The keyword uses a boolean operator procedure to filter the number of scientific articles where the filtered articles include: (1) The research area covers the field of Business, Management and Accounting; (2) publications were made in the 2014-2024 timeframe; (3) is the final stage of publication (4) the document type is a journal article; (5) the article uses English.

PRISMA

This study followed the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) criteria in order to do a systematic literature review (Page & Moher, 2017). A systematic review is crucial because it can synthesize existing knowledge in a particular field, identify future research objectives, prioritize future studies, address questions that individual studies are unable to address, and identify what kinds of research are feasible or can be improved (Whittemore et al., 2014).

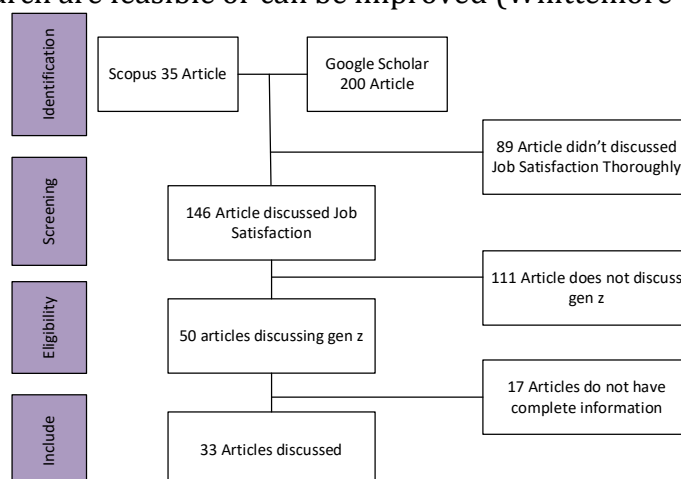


Figure 1 PRISMA Diagram (*Preferred Reporting Items for Systematic Review and Meta-Analysis*)

RESULT AND DISCUSSION

Bibliometric Analysis

Co-Authorship

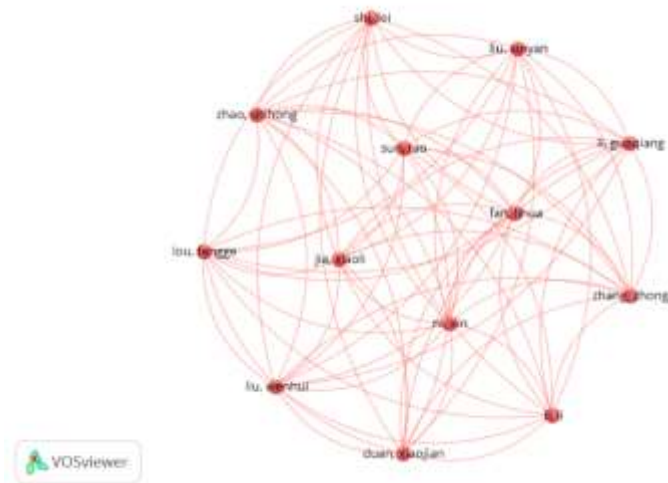


Figure 2 Co-Authorship (Interconnected)

Source: VOSviewer

The author uses an interconnected network, as shown in the above diagram, to conduct the research. Furthermore, the existence of a single group with 78 links may be clarified.

Co-Authorship (Not connected/related)

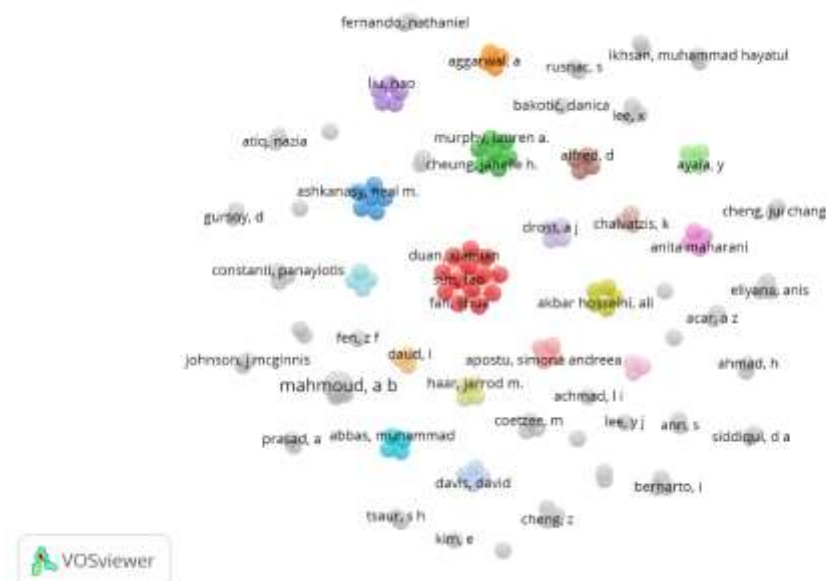


Figure 3 Co-Authorship (Not connected/related)

Source: VOSviewer

As seen in the above picture, the 151 researchers are distributed among 53 clusters with 241 links. There are no connections between any of these clusters

Co-Occurrence

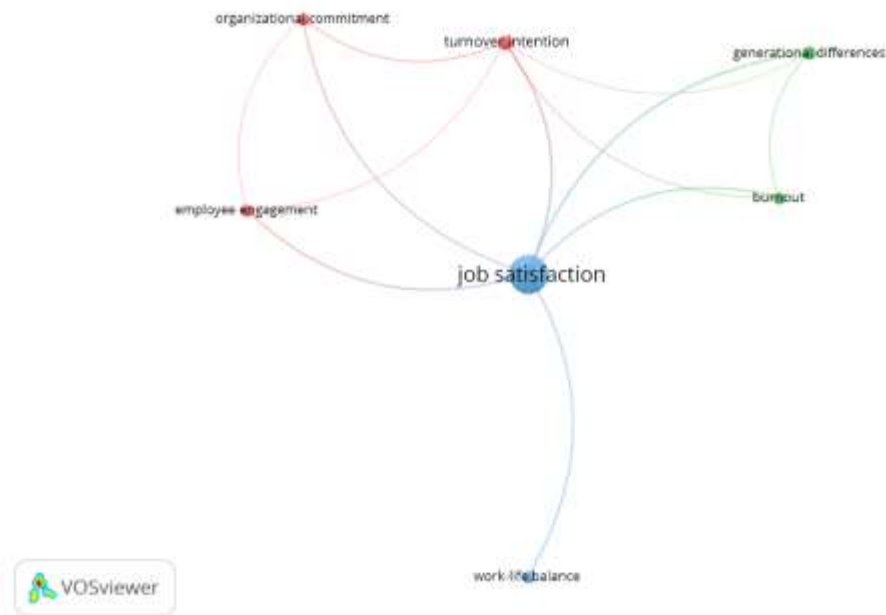


Figure 4 Co-Occurrence

Source: VOSviewer

The aforementioned graphic illustrates the clear correlation between company commitment, employee engagement, and intention to leave. Additionally, work-life balance, burnout, and generational disparities are related to job satisfaction.

PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis)

The following are the results of PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis).

Table 1 Articles with Exclusion and Exclusion Criteria and Their Assigned Index Values

Study Citation	Study Citation	Study Citation
(Tarigan, 2022)	(Haar, 2014)	(Madigan, 2021)
(Achmad, 2023)	(Abbas et al., 2014)	(Bakotić, 2016)
(Adedeji, 2023)	(H. Lu, 2019)	(Cheng et al., 2014)
(Tran, 2024)	(Wang, 2020)	(Scanlan, 2019)
(Berber, 2022)	(Zopiatis, 2014)	(Huang et al., 2016)
(A. C. C. Lu & Gursoy, 2016)	(De Simone et al., 2018)	(Rezvani, 2016)
(Pratama, 2020)	(Eliyana, 2019)	(Malinen & Savolainen, 2016)
(Kim, 2024)	(Skaalvik, 2017)	(Zhang, 2020)
(Mahmoud, 2024)	(Davidescu et al., 2020)	(Hoboubi, 2017)
(PURWANTO et al., 2021)	(Liu, 2021)	(Jauhar et al., 2017)

(Rhenez Alitdo Lasanov et al., 2023)	(Fernando & Zuraida, 2023)	(Atiq & Usmani, 2023)
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Various metrics are employed by researchers to assess job satisfaction. Tarigan, Tran, Zopiatis, Eliyana, Skaalvik, and Liu used the Minnesota Satisfaction Questionnaire (MSQ) to gauge their level of job satisfaction. Weiss, Dawis, and England originally developed the Minnesota Satisfaction Questionnaire (MSQ) in 1967 (Martins & Proença, 2014). The MSQ is based on work adjustment theory, which holds that job happiness and performance depend critically on how well an individual's traits match the workplace. Numerous factors, including social relationships, growth possibilities, intrinsic and extrinsic rewards, and overall job satisfaction, are taken into account when measuring job satisfaction using the MSQ. Twenty statements that cover various facets of job satisfaction are included in the MSQ. A seven-point Likert scale, ranging from "strongly disagree" to "strongly agree," is used to each statement.

Dimensions and indicators from the Work Design Questionnaire (WDQ) (Morgeson & Humphrey, 2006) were utilized by Berber et al. The Work Dimension Questionnaire (WDQ), developed by Morgeson and Humphrey in 2006, is a thorough guide for evaluating the nature and design of jobs with the goal of comprehending various employment aspects. The WDQ helps businesses enhance the work experience of their workers by providing valuable insights into job design. A three-item job satisfaction measure was developed by Judge, Bono, Erez, and Locke (2005) and is useful for both organizational practice and research. This metric can be used by practitioners to evaluate the degree of employee happiness within their organization, identify areas for improvement, and develop strategies to raise employee satisfaction. This measure is a valid and trustworthy tool that researchers can use to look into the causes and effects of job satisfaction in different contexts.

Chen and Yang employed a five-item scale created by Johlke and Duhan (2000) (Johlke & Duhan, 2000). This scale is a well-liked instrument for gauging employee work satisfaction. This measure assesses the following five primary aspects of job satisfaction: recognition, work environment, pay, job security, and professional progress. Because of its high psychometric qualities, this scale is a valuable resource for academics and professionals who wish to investigate and enhance job satisfaction at work.

Using a four-item global job satisfaction scale created by Cammann et al. (1983), Rezvani assessed job satisfaction (Cammann et al., 1983). This four-component global job satisfaction scale has a number of benefits over existing job satisfaction metrics. For researchers and practitioners alike, it is a handy tool because it is brief, simple to use, and scoreable. Due to its unidimensional form, the scale can be used to assess overall job satisfaction. It can be helpful in a variety of applicable scenarios, including employing staff, performance reviews, and organizational development. This scale's generalizability and applicability are further supported by the fact that it has been translated into numerous languages and utilized in a variety of cultural contexts.

The Job Descriptive Index (JDI), which is a set of statements that employees score according to how much they agree or disagree with, is a technique for gauging attitudes and satisfaction with various elements of their jobs. Five primary dimensions comprise the JDI: employment, compensation, promotion, supervision, and coworkers. It has been utilized and studied in a number of contexts to better understand and enhance work satisfaction. The JDI, for instance, has been used by researchers to examine the connection between performance and job satisfaction as well as the effects of work satisfaction on employee well-being and turnover. Furthermore, to ascertain satisfaction levels, the JDI has been utilized in many contexts (Stanton et al., 2002).

Fernando made use of Andrade et al. (2020)'s Generic Job Satisfaction Scale, or GJSS. The GJSS can be easily administered in a variety of contexts without burdening or tiring participants because it is brief but includes essential aspects of work satisfaction. The GJSS has shown strong internal consistency validity and reliability across research involving different groups and circumstances. Compared to employing measurements unique to each firm or industry, it enables academics and practitioners to more reliably identify patterns and trends in job satisfaction across various settings or populations. Specific characteristics of job satisfaction, like intrinsic motivation or supervisor support, can be identified by organizations, and steps to directly increase those aspects can be taken.

In 2022, Joshua Tarigan and colleagues conducted research to assess the impact of TRS on work satisfaction. The findings demonstrated that Generation Z places a higher value on non-monetary benefits than monetary ones, such as chances for personal growth. But according to research by Achmad et al. from 2023, talent development improves job satisfaction, which heightens the desire to stick around.

The following elements, according to research by Tran et al. in 2023, have an impact on job satisfaction: work environment, job characteristics, chances for advancement, chances for training and growth, workplace autonomy, and pay and benefits.

The impact of flexible work arrangements (FWAs) on job satisfaction was the subject of a 2022 study by Berber. The study discovered that flexible work arrangements, or FWAs, boost employee job satisfaction by allowing them to choose when and where they work.

However, a 2013 study by Lu and Gursay found that job burnout—which they described as emotional weariness, cynicism, and decreased professional efficacy—was a major predictor of job satisfaction and intention to leave. The study also discovered that the association between emotional weariness and job satisfaction and turnover intention was strongly mitigated by generational variations, notably between Baby Boomers and Millennials. The findings imply that strategies to lessen burnout should take into account the expectations and work values of various generations in order to enhance job satisfaction. Mahmoud et al.'s research from 2021 examined the relationship between COVID-19 perceptions and job satisfaction by looking at a number of mediating factors, including as burnout, job insecurity, and organizational citizen behavior (OCB). Concerns regarding the pandemic's effects on people, such as job insecurity and the risk of losing one's work because of it, as well as perceptions of COVID-19 and potential threats. Burnout is a psychological condition that results in emotional weariness and a decrease in personal achievement. It is induced by insecurity at work. Job satisfaction is a predictor of organizational productivity-boosting behaviors, or OCB.

Changes in emotions, values, ethics, standards, and objectives are the outcome of transformational leadership, which places an emphasis on interactions that raise the morals and motivation of both leaders and followers. Job satisfaction is positively and significantly impacted by transformational leadership, according to a study conducted in 2012 by Purwanto et al. According to Haar's 2014 research, work-life balance (WLB) plays a significant effect on job satisfaction across cultural boundaries. This study lends credence to the notion that WLB improves job satisfaction for workers in all cultural contexts.

Abbas et al. (2014) discovered that whereas PsyCap, which encompasses hope and self-efficacy, has a positive link with job satisfaction, Perceived Organizational Politics (POP) often has a negative impact on job performance and job satisfaction. According to this study, those with high PsyCap are better able to handle the unfavorable perception of politics at work.

In Wang et al. (2015)'s study, factors including burnout, sickness symptoms, job stress, and attrition (intention to quit) were examined in connection to teachers' self-efficacy and job satisfaction. Better job satisfaction was predicted by higher levels of self-efficacy, particularly in terms of inspiring students. Better job satisfaction was independently predicted by controlled attributions for teaching stress, and job satisfaction was correlated with reduced burnout levels. The direct effect of quitting motivation on job satisfaction is still unknown, despite the paucity of study on the subject.

Zopiatis et al. (2014) discovered a favorable correlation between affective organizational commitment and both intrinsic and extrinsic work satisfaction. This implies that employees who feel a strong emotional bond with their employer typically have higher job satisfaction.

According to a 2018 study by S. De Simone, these are character traits that allow an individual to act as an agent in their surroundings. The study discovered that by raising self-efficacy, specific agent skills like self-regulation and anticipating favorably and indirectly raise job satisfaction. According to the study, there is a positive feedback loop whereby improved patient care is a direct result of higher job satisfaction among nurses and higher patient satisfaction. Increased job happiness is linked to increased nurse self-efficacy, and this has a favorable effect on patient satisfaction. This study shows that job engagement has a negative effect on nurses' intentions to leave their jobs and a direct positive influence on job satisfaction.

Eliyana's 2019 study, however, indicated that transformational leadership—more particularly, in mid-level leaders at Port Indonesia III Inc.—increased job satisfaction. This suggests that leaders who uplift, challenge, and show concern for their staff can boost job happiness in general.

According to a 2018 study by Liu et al., there was a negative correlation between workplace violence and job satisfaction, which means that higher levels of violence were associated with poorer job satisfaction. Overall, this study emphasizes how critical it is to address workplace violence in order to improve job satisfaction and lower nurses' desire to quit.

Cheng and Yang's 2018 study, however, looked at the relationship between employment creation and work satisfaction in the hospitality sector. This study examined the relationship between job burnout reduction and perceived organizational support (POS) and job satisfaction. There is a positive correlation between job creation and employee satisfaction, as evidenced by the fact that workers are generally happier in their occupations when they are involved in job creation.

The impact of safety climate on job satisfaction, engagement, and turnover among truck drivers was examined in a 2016 study by Huang et al. titled "Safety Climate: Viewed as a priority within the company." The study's hypothesis was that a safe work environment reduces turnover while also having a beneficial impact on employee engagement and job satisfaction.

According to a 2017 study by Hoboubi et al., job stress and job happiness have a significant impact on worker productivity.

According to Agtia et al. (2023), a key element in promoting employee retention is the workplace atmosphere. Employee satisfaction rises in a secure and orderly workplace, which may lessen the desire to quit. A person's decision to remain with a company is directly and considerably influenced by their level of job satisfaction.

Atiq and Usmani's 2023 study looked at the relationship between job security and employment satisfaction, particularly in light of the COVID-19 pandemic in Pakistan's private school industry. Employees in the Gen Z generation were much happier in their work and were less likely to move if their positions were secure.

According to several studies (Atiq & Usmani, 2023; Berber, 2022; De Simone et al., 2018; Liu-Lastres et al., 2023; A. C. C. Lu & Gursay, 2016; Madigan & Kim, 2021; Pratama, 2020; Zopiatis et al., 2014), the outcome that is most influenced by job satisfaction is turnover intention. Employment satisfaction and turnover intention are two key ideas in organizational behavior and HRM. Work satisfaction and turnover intention are closely related concepts that can have a considerable impact on one another. The degree of turnover is strongly inversely correlated with work satisfaction. Put another way, there's typically a lower intensity of turnover associated with higher job satisfaction levels. There is empirical data in a number of disciplines, including industrial-organizational psychology, sociology, psychology, and HR management, demonstrating the connection between job satisfaction and intention to leave.

The way a person feels about their job as a whole—including the nature of the work itself, relationships with coworkers, benefits, and compensation—is referred to as job satisfaction. When workers are happy in their employment, they find their work fulfilling, joyful, and rewarding; when they are unhappy in their jobs, they are not happy with these characteristics of their jobs. Asking workers if they want to quit or hunt for a new position is one technique to gauge the chance that they will leave the organization voluntarily. High turnover rates eventually make it more likely that employees will leave the organization, which lowers the cost of hiring, training, and productivity.

Conclusions

The study's conclusion, "Job Satisfaction Gen-Z: A Systematic Literature Review," highlights how crucial job happiness is to keeping workers on staff and fostering a healthy work environment. It emphasizes how important work-life balance, meaningful work, and moral business practices are to Generation Z. The report recommends that companies make investments in work-life balance, employee development, and wellness in order to meet the evolving requirements of the workforce, especially Generation Z. It also suggests a strong correlation between the intention to leave one's employment and job satisfaction, with lower turnover resulting from higher satisfaction. In order to have a deeper understanding of how to draw in and keep the brightest individuals, the research recommends doing additional studies in a variety of sectors and nations. The conclusion emphasizes how important it is for businesses to prioritize employee happiness in order to boost output, lower attrition, and cultivate a loyal staff.

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