



**THE IMPACT OF ORGANIZATIONAL BEHAVIOR ON  
GENERATION Z PREFERENCES, PERFORMANCE AND JOB  
SATISFACTION**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION  
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This Independent Study Has Been Approved as a Partial Fulfillment of the  
Requirements for the Degree of Master of Business Administration

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Date: 16 / November / 2024

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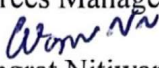
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### ABSTRACT

This study explores the impact of organizational behavior on the preferences, performance, and job satisfaction of Generation Z employees. As Gen Z enters the workforce, their distinct characteristics and expectations challenge traditional workplace practices.

This research examines key factors including leadership style, organizational culture, opportunities for career advancement, and work-life balance that significantly influence Gen Z's job satisfaction and engagement. Using a mixed-method approach, data were collected from various industries to analyze how these factors affect Gen Z's work preferences, performance, and job satisfaction.

The findings highlight the significance of adaptive leadership, inclusive organizational culture, and flexible work environment in enhancing Gen Z's job satisfaction. The study provides actionable insights for organizations seeking to attract, engage, and retain this emerging workforce, emphasizing the need for strategic adjustments to meet Gen Z's unique needs and preferences.

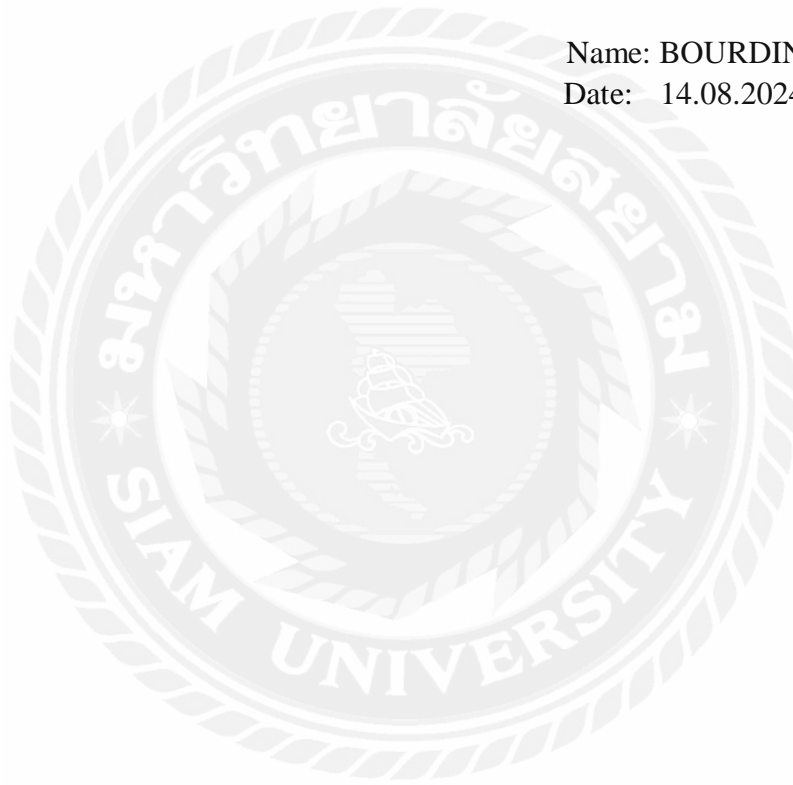
**Keywords :** generation Z, job satisfaction, organizational behavior, leadership style, work-life balance, organizational culture.

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Date: 14.08.2024



## **DECLARATION**

I, BOURDIN Charline, hereby certify that the work embodied in this independent study entitled “The Impact of Organizational Behavior on Generation Z Preferences, Performance, and Job Satisfaction” is result of original research and has not been submitted for a higher degree to any other university or institution.

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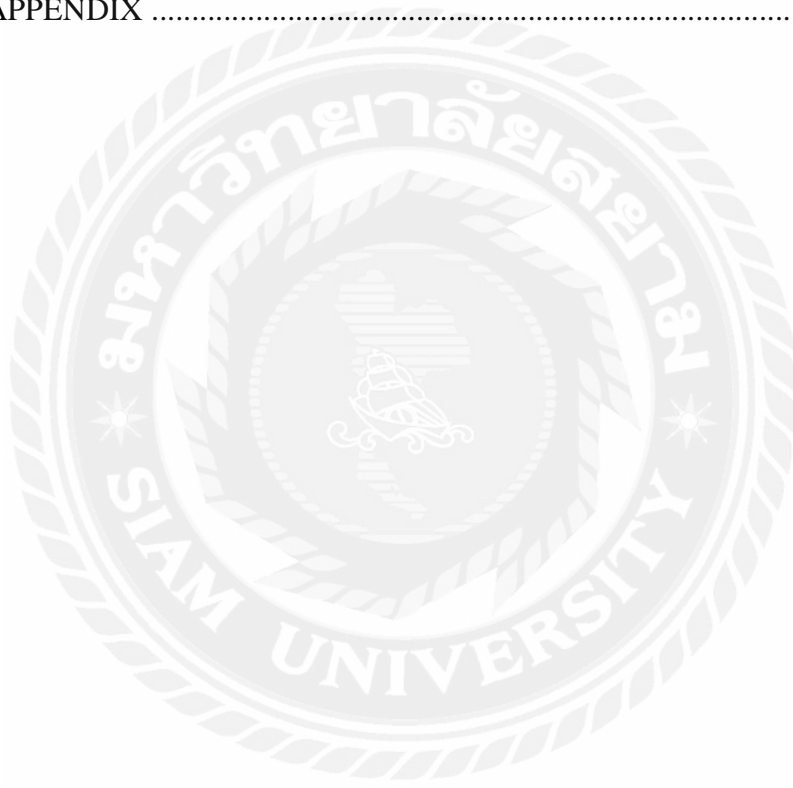


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# CHAPTER 1 Introduction

## 1.1 Background of the Study

The entrance of Generation Z (Gen Z) into the workforce marks a significant shift in organizational dynamics, necessitating a deeper understanding of how organizational behavior and culture impact their preferences, performance, and job satisfaction. Gen Z, born approximately between 1997 and 2012, brings distinct characteristics and expectations to the workplace, including a preference for supportive and understanding leadership, a strong emphasis on work-life balance, and a desire for flexible work arrangements. These attributes differ notably from previous generations, making it essential for organizations to adapt their strategies accordingly (Dwidienawati et al., 2022 ; Rampen et al., 2023 ; Albrychiewicz-Słocińska, 2022 ; Susanti, & Kipuw, 2021 ; Waworuntu et al., 2022).

Recent academic journals published between 2019 and 2023 by researchers from Europe, the USA, and Indonesia provide valuable insights into these dynamics. These studies cover a wide array of topics, including effective leadership styles, factors influencing Gen Z's performance, job satisfaction, employee motivation, the role of hybrid working, and perceived productivity (Wulur, & Mandagi, 2023 ; Holopainen & Suslova, 2019 ; Kirchmayer & Fratričová, 2020).

They also address management and leadership strategies, flexible work options, and the future workforce (Tidhar, 2023). Methodologies employed in these studies range from systematic literature reviews to surveys, interviews, and narrative data collection, offering a comprehensive view of the factors influencing Gen Z in the workplace.

Key findings emphasize the importance of adapting organizational strategies to accommodate Gen Z's preferences. Supportive environments, flexible work arrangements, and opportunities for growth and development are crucial for enhancing engagement, productivity, and satisfaction among Gen Z employees. Leadership styles such as servant leadership and tailored management practices that recognize Gen Z's unique characteristics are essential for fostering a motivated and productive workforce (Benítez-Márquez et al., 2022 ; Septiawan & Masrunik, 2020).

## 1.2 Problem of the Study

Despite the growing body of literature on Generation Z in the workplace, there remains a gap in understanding the specific ways in which organizational behavior and culture influence their preferences, performance, and overall job satisfaction. Organizations often struggle to effectively tailor their approaches to meet the needs of Gen Z employees, leading to challenges in engagement, productivity, and retention. This research seeks to address these gaps by examining how organizational practices, leadership styles, and workplace environments impact Gen Z employees' work experiences.

### **1.3 Objectives of the Study**

The primary objective of this research is to explore the impact of organizational behavior on the preferences, performance, and job satisfaction of Generation Z employees.

Specific objectives include :

1. To identify the key characteristics and expectations of Gen Z employees in the workplace.
2. To examine how different leadership styles and organizational practices influence Gen Z's work preferences and performance.
3. To examine the impact of work environment, including hybrid work models, on job satisfaction and engagement of Gen Z employees.

### **1.4 Significance of the Study**

This research focuses on Generation Z employees within diverse organizational contexts in Europe and Asia, reflecting the geographical diversity of the existing literature. It examines various leadership styles, including servant leadership, and organizational practices such as flexible work arrangements and opportunities for professional development. The study incorporates quantitative data, utilizing a questionnaire survey to collect data to provide a comprehensive understanding of the impact of organizational behavior on Gen Z employees.

### **1.5 Contribution of the Study**

This study contributes to the academic discourse by filling a critical gap in the understanding of Generation Z's integration into the workforce. By examining the intersection of organizational behavior, leadership styles, and workplace culture, this research adds to the existing body of knowledge with a focus on the unique needs and preferences of Gen Z employees. It provides a nuanced perspective on how organizations can effectively engage with this demographic, enhancing their job satisfaction and performance. The comprehensive analysis of various methodologies and geographical contexts broadens the scope of existing research, offering valuable insights for future studies.

### **1.6 Managerial Implications of the Study**

For organizational leaders and managers, this research underscores the necessity of adapting management and organizational practices to better align with the expectations of Gen Z employees. Organizations can leverage these insights to develop strategies that foster a supportive and flexible work environment, crucial for attracting and retaining top Gen Z talent. Implementing leadership styles that emphasize understanding and support, such as servant leadership, can significantly enhance employee motivation and productivity. Additionally, this study highlights the importance of providing opportunities for professional growth and development, which are pivotal for maintaining high levels of engagement and satisfaction among

Gen Z employees. By addressing these aspects, managers can create a more dynamic and responsive workplace, ultimately driving organizational success.

### **1.7 Scope of the Study**

This study focuses on examining the impact of organizational behavior on Generation Z employees, particularly in relation to their preferences, performance, and job satisfaction in the workplace. The research is geographically concentrated on organizations in Europe and Asia, reflecting the diversity of workplace cultures, practices, and leadership styles across these regions. This cross-regional approach allows for a broader understanding of how cultural contexts shape the workplace experiences of Generation Z employees.

One key area of the study involves exploring the unique preferences of Gen Z employees, such as their desire for flexible work arrangements, work-life balance, and supportive leadership. As these expectations differ from those of previous generations, it is critical to understand how organizations can adapt to meet the needs of Gen Z. The study also investigates the influence of leadership styles, with a particular focus on servant leadership. It assesses how leaders' behaviors impact organizational culture and the overall job satisfaction, motivation, and performance of Gen Z employees.

Additionally, the research examines the role of workplace environments, particularly the growing importance of hybrid work models, flexible work arrangements, and opportunities for professional development. These organizational practices are assessed in terms of how they influence the engagement and job satisfaction of Gen Z employees. By studying these dynamics, the research aims to identify effective strategies that organizations can implement to create a supportive and flexible work environment for this generation.

Finally, this study provides cross-cultural insights by comparing organizational practices between Europe and Asia. It highlights how different cultural and organizational contexts influence Gen Z's work experiences, offering a nuanced understanding of the similarities and differences across regions. The research is primarily quantitative, utilizing surveys to gather data from Gen Z employees across diverse industries. The findings aim to provide practical recommendations for organizational leaders and managers, helping them design more effective leadership approaches and workplace strategies to enhance the experience of Gen Z employees.

## CHAPTER 2 Literature Review

### 2.1 Industry Overview

Generation Z is now entering the workforce with unique characteristics that differentiate them from previous generations. This cohort is characterized by a strong sense of inclusivity and connectivity. They place a high value on diversity and are adept at moving seamlessly between online and offline communities. Their ability to mobilize quickly around causes they care about is facilitated by their comfort with technology. Unlike earlier generations, Gen Z forms communities based on shared interests and causes rather than economic or educational backgrounds, fostering a highly inclusive environment (Benítez-Márquez et al., 2022 ; Mc Keever et al., 2022).

Gen Z's pragmatism and realism set them apart. Having grown up during economic uncertainty, they are financially cautious and prioritize job stability over high salaries. This pragmatic mindset extends to their consumption habits, where they value access and utility over ownership. This generation is also distinguished by their technological savvy. The rise of Industry 4.0 technologies such as AI, IoT, and automation aligns well with Gen Z's skills and educational backgrounds, preparing them to thrive in highly digitalized work environments (Benítez-Márquez et al., 2022 ; Mc Keever et al., 2022).

Effective leadership for Generation Z hinges on several key styles and approaches. First, they favor results-driven leaders who can set clear goals and demonstrate tangible outcomes. This aligns with their desire for meaningful work and their pragmatic nature. Second, Gen Z respects leaders who lead by example. Authenticity and a hands-on approach are crucial, as they value leaders who are willing to work alongside their teams and engage in the same tasks as their subordinates. This not only builds trust but also fosters a sense of shared purpose (Karatepe et al., 2024) .

Servant leadership is another effective style for managing Generation Z. This approach emphasizes humility, approachability, and genuine investment in the well-being of team members. Gen Z values leaders who prioritize serving others and are committed to the team's success over their own authority or title. Additionally, effective communication is paramount. Leaders who maintain open, regular communication and foster a team-oriented environment are more likely to inspire loyalty and high performance among Gen Z employees. Understanding and connecting with team members on a personal level enhances this dynamic (Aksakal & Ulucan, 2024 ; Benítez-Márquez et al., 2022) .

For companies aiming to attract and retain Generation Z talent, adapting leadership styles and workplace environments is essential. Emphasizing inclusivity, leveraging technology, and fostering a results-driven yet supportive culture are key strategies. Moreover, providing continuous learning opportunities and personal growth can help meet the expectations of this ambitious and technologically adept generation. By aligning with the values and preferences of Generation Z, companies can cultivate

a dynamic and motivated workforce ready to tackle future challenges (Benítez-Márquez et al., 2022 ; Mc Keever et al., 2022 ; Aksakal & Ulucan, 2024).

## **2.2 Theory Review**

The impact of organizational behavior on Generation Z preferences, performance, and job satisfaction is a multifaceted area influenced by various psychological theories and models. Two prominent theories, the Job Demands-Resources (JD-R) Model and Maslow's Hierarchy of Needs offer valuable insights into understanding and addressing the dynamics of organizational behavior within the context of Generation Z.

The JD-R Model highlights the balance between job demands and resources as a determinant of employee well-being and performance. Generation Z, known for their tech-savviness and preference for flexibility, thrives in environments with sufficient resources such as technological tools, social support, and professional development opportunities. Adequate resources lead to higher job satisfaction and performance, while excessive demands without resources can cause burnout and decreased productivity (Bakker & Demerouti, 2017).

Maslow's Hierarchy of Needs suggests that individuals are motivated by a series of hierarchical needs, from basic physiological needs to self-actualization. Generation Z values job stability and a positive work environment, seeking meaningful relationships and recognition. Addressing these needs fosters loyalty and satisfaction among Generation Z workers. Opportunities for social interaction and recognition programs enhance their engagement and motivation (Livingstone, 2017).

Generation Z's preference for a hybrid work environment (combining remote and in-office work) reflects their desire for flexibility and work-life balance. Organizations that support hybrid work models can better cater to Generation Z's expectations, leading to increased job satisfaction and retention. Flexibility in the workplace enhances their productivity and engagement (Contreras et al. , 2020).

The emphasis on purpose and value alignment is crucial for Generation Z. This generation is known for its strong inclination towards social responsibility and meaningful work. Organizational behavior that promotes a culture of purpose, ethical practices, and corporate social responsibility can attract and retain Generation Z talent. Aligning organizational goals with the values of Generation Z can be a strategic advantage for companies aiming to harness the potential of this dynamic generation (Kirchmayer & Fratričová, 2020).

Understanding the impact of organizational behavior on Generation Z requires a nuanced approach that incorporates established psychological theories. The Job Demands-Resources Model and Maslow's Hierarchy of Needs offer valuable insights into the factors that drive Generation Z's preferences, performance, and satisfaction in the workplace. By leveraging these theories and adopting hybrid work models, organizations can create environments that not only meet the needs of Generation Z but also enhance their overall productivity and engagement.

### **2.2.1 Job Demands-Resources Model**

The Job Demands-Resources Model (JD-R) provides a comprehensive framework for understanding how organizational behavior influences Generation Z's preferences, performance, and satisfaction in the workplace. This model classifies job characteristics into two primary categories: demands, which include aspects like workload, emotional demands, and time pressures, and resources, which encompass elements such as supportive management, autonomy, feedback, and opportunities for personal development. For Generation Z, finding a balance between these demands and resources is particularly crucial. This cohort places high value on technological integration, meaningful and purposeful work, consistent feedback, and an inclusive work environment (Bakker & Demerouti, 2017).

Organizations aiming to attract and retain Gen Z talent must adapt by optimizing job demands and enhancing available resources. This adaptation is essential for boosting job satisfaction, engagement, and overall performance among Gen Z employees. To effectively apply the JD-R Model, organizations can follow a structured approach.

The first step is to identify job demands, which involves understanding the specific stressors and pressures that employees face in their roles. The second step is to address these demands by implementing strategies to manage or reduce them, such as improving work processes or providing additional support. The third step is to identify possible job resources or positives that can help employees cope with demands and thrive in their roles. These resources might include providing access to advanced technology, offering professional development opportunities, or fostering a supportive team culture. The final step is to actively promote these job resources to ensure that employees are aware of and can benefit from them. This promotion can be achieved through regular communication, training sessions, and leadership support (Tummers & Bakker, 2021).

The JD-R theory effectively combines two research traditions, explaining how job demands and resources uniquely and multiplicatively impact job stress and motivation. According to this theory, employee satisfaction and motivation are driven by two sets of factors : hygiene factors and motivator factors. Hygiene factors, also known as dissatisfiers, if absent, can make employees unsatisfied with their work. These include elements like salary, company policies, and working conditions. On the other hand, motivator factors, or satisfiers, when present, can make employees feel good about their jobs. These include aspects such as recognition, responsibility, and opportunities for personal growth (Bakker & Demerouti, 2014).



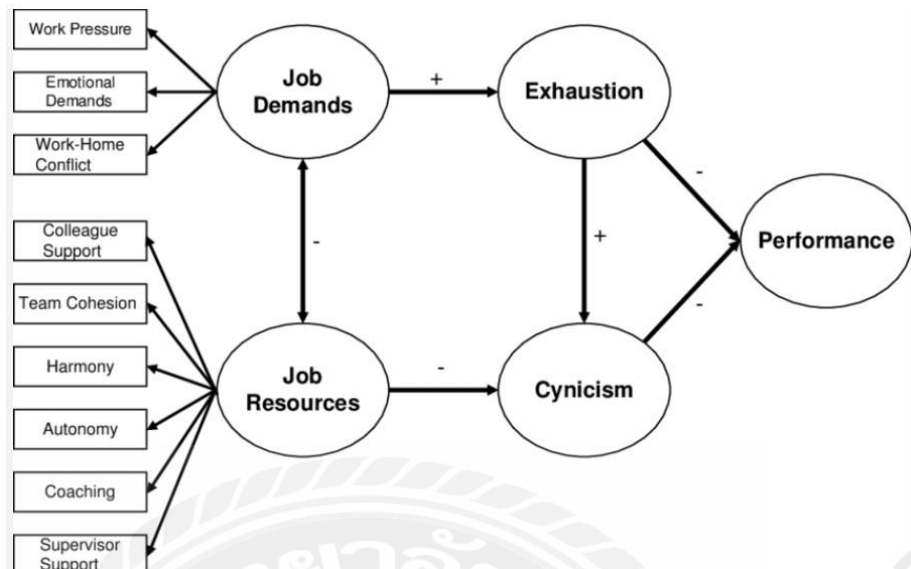


Figure 2.1 Job Demands-Resources Model

One critical linkage within the JD-R Model is its connection to leadership. Leadership is conceptualized as a significant job resource. Effective leadership can serve as a higher-order job resource, distinct from individual-level resources like job security or autonomy. Leaders who provide clear vision, support, and encouragement can significantly enhance the job resources available to their teams, thereby improving employee well-being and performance.

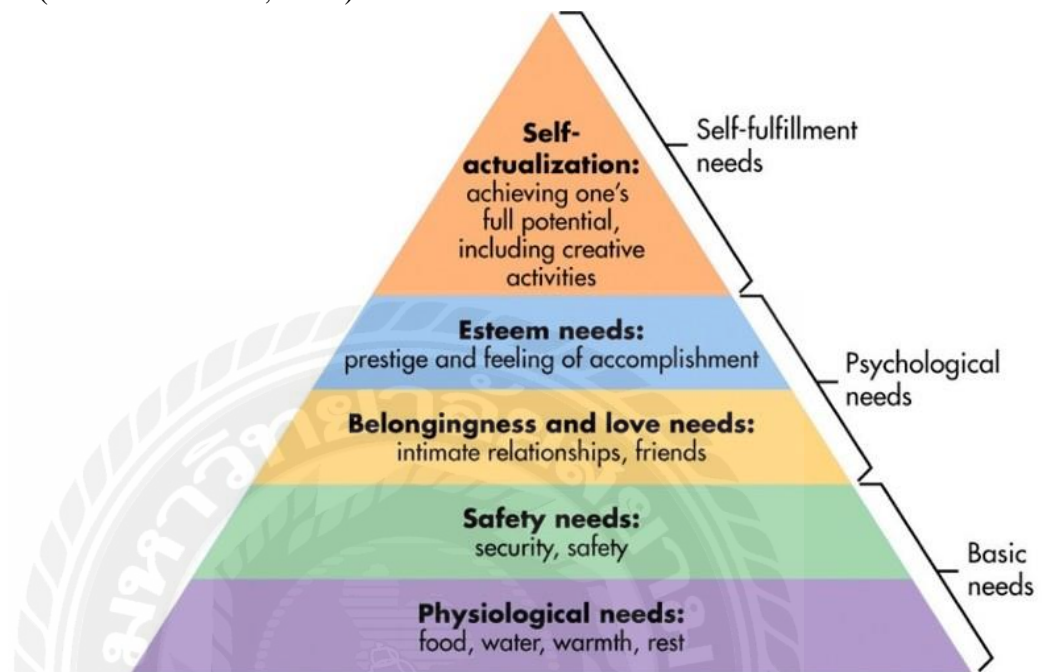
For Generation Z, the role of leadership is particularly pivotal. This generation tends to seek out leaders who are not only authoritative but also empathetic, approachable, and inclusive. Leaders who can inspire and motivate their teams while providing the necessary resources and support are likely to see higher levels of engagement and satisfaction among Gen Z employees. Additionally, Gen Z values leadership that embraces and leverages technology, fosters a culture of continuous feedback, and promotes a sense of purpose and inclusivity within the organization (Tummers & Bakker, 2021).

Integrating the JD-R Model with organizational strategies tailored to Generation Z can lead to a highly engaged and productive workforce. By identifying and managing job demands and enhancing job resources, organizations can create a work environment that meets the unique preferences and needs of Gen Z employees. This holistic approach not only enhances employee satisfaction and performance but also contributes to the overall success and sustainability of the organization. In essence, the JD-R Model offers a practical and effective framework for understanding and improving the impact of organizational behavior on Generation Z's workplace experience (Tummers & Bakker, 2021).

### 2.2.2 Maslow's Hierarchy of Needs

In a similar vein, Maslow's Hierarchy of Needs significantly influences Generation Z's preferences, performance, and satisfaction in the workplace. The application of this model in organizational behavior can help tailor strategies to meet

Gen Z's specific needs and aspirations, thereby enhancing their overall workplace experience. By addressing each level of Maslow's hierarchy, organizations can create an environment conducive to high performance and satisfaction among Gen Z employees (Trivedi & Mehta, 2019).



*Figure 2.2 Maslow's Hierarchy of Needs*

At the foundational level, meeting physiological needs is crucial for Gen Z employees. Competitive pay, adequate rest breaks, and access to a healthy working environment are essential to ensure their basic physical requirements are met. For Generation Z, whose health and well-being are often prioritized, workplaces that provide ergonomic workstations, healthy food options, and wellness programs can significantly enhance their job satisfaction and performance (Holopainen & Suslova, 2019).

The second level of Maslow's hierarchy, safety needs, plays a vital role in shaping Gen Z's workplace preferences. This generation values job security, a safe working environment, and a clear path for career progression. Organizations that offer stable employment, comprehensive health benefits, and a supportive workplace culture can meet these safety needs, leading to increased loyalty and reduced turnover among Gen Z employees. Additionally, transparent communication about organizational changes and the provision of mental health resources contribute to a sense of emotional security, further enhancing their performance and satisfaction (Holopainen & Suslova, 2019).

Love and belongingness needs, the third level of the hierarchy, are particularly important for Generation Z, who value connection and community in their work environment. Inclusive cultures that foster teamwork and collaboration meet these social needs. Gen Z employees thrive in workplaces that encourage peer support,

mentorship programs, and team-building activities. Such environments not only enhance their sense of belonging but also improve their engagement and productivity. By facilitating strong interpersonal relationships and a sense of community, organizations can significantly boost Gen Z's job satisfaction (Holopainen & Suslova, 2019).

The fourth level, esteem needs, involves recognition, self-worth, and respect. Gen Z employees seek validation for their contributions and opportunities for career development. Organizations that provide regular feedback, celebrate achievements, and offer professional growth opportunities address these esteem needs. For instance, performance-based rewards, promotions, and skill development programs can make Gen Z employees feel valued and respected, thereby increasing their motivation and performance. Encouraging a culture of recognition where employees' efforts are acknowledged publicly can further enhance their self-esteem and job satisfaction (Holopainen & Suslova, 2019).

At the pinnacle of Maslow's hierarchy is self-actualization, which refers to the realization of an individual's potential and personal growth. Generation Z, known for their desire for meaningful and impactful work, seeks opportunities that align with their values and aspirations. Organizations can support self-actualization by offering challenging projects, opportunities for creativity, and roles that allow employees to make a difference. Providing platforms for innovation and encouraging a culture of continuous learning and development helps Gen Z employees achieve their full potential. This not only leads to higher job satisfaction but also drives organizational success through the contributions of highly motivated and engaged employees (Trivedi & Mehta, 2019).

In linking Maslow's Hierarchy of Needs with the Job Demands-Resources (JD-R) Model, organizations can develop a comprehensive strategy to enhance Gen Z's workplace experience. By identifying and addressing job demands such as workload and stress, while simultaneously promoting job resources like supportive management and opportunities for growth, organizations can create a balanced and fulfilling work environment for Gen Z. Leadership, conceptualized as a higher-order job resource, plays a crucial role in this process. Effective leaders who provide guidance, support, and inspiration can help meet both the deficiency and growth needs of Gen Z employees, leading to improved performance, engagement, and satisfaction.

## 2.3 Conceptual Framework



*Figure 2.3 Conceptual Framework*

This conceptual framework delves into "Job Satisfaction" and its intricate relationship with organizational behavior, particularly its impact on Generation Z employees' preferences, performance, and overall job satisfaction. It identifies six interconnected components that play pivotal roles in shaping the workplace experience for this cohort.

### 2.3.1 Job Satisfaction

Job Satisfaction is a multifaceted construct that significantly influences organizational behavior, particularly regarding Generation Z employees. Understanding the elements that contribute to satisfaction is crucial for fostering a productive and committed workforce.

Generation Z employees highly value jobs that they find meaningful and engaging. The nature and responsibilities of their tasks play a pivotal role in their overall job satisfaction (Benítez-Márquez et al., 2022). Access to continuous training and professional development opportunities is essential. Generation Z employees seek to enhance their skills and knowledge, which contributes to their personal and professional growth (Saragih & Hasanah, 2023).

The quality of the work environment, including both the physical workspace and the overall workplace culture, significantly impacts job satisfaction. A positive, supportive, and inclusive work environment enhances employees' day-to-day experiences, making them feel valued and respected. Clear pathways for career progression are particularly important for Generation Z. They are motivated by opportunities for advancement and development within their organizations. Knowing there are prospects for growth can enhance their commitment and performance (Kirchmayer & Fratričová, 2020).

Competitive salaries and benefits are crucial. Feeling adequately compensated for their efforts and contributions boosts job satisfaction and helps retain top talent. Fair compensation ensures that employees feel recognized and valued for their work (Mabaso & Dlamini, 2017).

Satisfied employees are more likely to be motivated and productive. High levels of job satisfaction correlate with better performance and higher efficiency (Benítez-Márquez et al., 2022). Employees who are satisfied with their jobs exhibit greater loyalty, leading to lower turnover rates. This enhances overall organizational stability and continuity. By fostering a work environment that promotes job satisfaction, organizations can build a motivated, high-performing, and loyal workforce, driving long-term success (Benítez-Márquez et al., 2022).

Understanding and addressing these factors are essential for organizations aiming to attract, retain, and engage Generation Z employees, ultimately leading to a more dynamic and effective workforce.

### **2.3.2 Employee Well-Being**

Firstly, employee well-being measures the contentment of Generation Z employees with their job roles, encompassing a variety of factors that contribute to their overall sense of fulfillment and happiness at work. These factors include job content, which refers to the nature and responsibilities of their tasks, ensuring they find their work meaningful and engaging. Training opportunities are also crucial, providing Gen Z employees with chances to develop new skills and advance their knowledge, thereby fostering personal and professional growth (Nabahani & Riyanto, 2020).

The quality of the work environment plays a significant role in job satisfaction, encompassing both the physical workspace and the overall workplace culture. A positive and supportive work environment can significantly enhance an employee's day-to-day experience, making them feel valued and respected. Opportunities for career advancement are particularly important for Generation Z, who often seek clear pathways for progression and development within their organizations. Knowing that there are opportunities to grow and advance can motivate them to perform better and remain committed to their roles (Waworuntu et al., 2022).

Fair compensation is another vital component of job satisfaction, ensuring that employees feel adequately rewarded for their efforts and contributions. Competitive salaries and benefits not only attract top talent but also help in retaining them over the

long term. High levels of job satisfaction, driven by these factors, contribute to increased performance as employees are more likely to be motivated and productive. Moreover, satisfied employees tend to exhibit greater loyalty, reducing turnover rates and enhancing overall organizational stability (Indriyani et al., 2022).

In summary, fostering job satisfaction among Generation Z employees is crucial for building a motivated, high-performing, and loyal workforce.

### **2.3.3 Employee Motivation**

Employee motivation explores the drivers that propel Generation Z employees to exert effort and excel in their roles. This comprehensive examination reveals that motivation can stem from a variety of intrinsic and extrinsic factors, each playing a critical role in shaping the work behavior and performance of Gen Z employees.

Intrinsic motivation refers to the internal drivers that inspire Gen Z employees to perform well, driven by personal satisfaction and a sense of accomplishment. Key intrinsic factors include personal growth, recognition for achievements, and a sense of purpose. Generation Z highly values opportunities for continuous learning and self-improvement, seeking roles that challenge them and allow them to acquire new skills and knowledge. Organizations that provide robust training programs, career development opportunities, and clear paths for advancement can significantly boost the intrinsic motivation of Gen Z employees. Recognition for achievements is also essential for Gen Z, as regular feedback, public recognition, and rewards for their accomplishments enhance their sense of worth and motivate them to maintain high performance. Furthermore, Generation Z desires to work for organizations that align with their personal values and contribute to the greater good. They are motivated by roles that provide a sense of purpose and allow them to make a meaningful impact. Companies that emphasize corporate social responsibility and create opportunities for employees to engage in purposeful work will likely see higher levels of motivation and commitment from Gen Z employees (Chala et al., 2022).

Extrinsic motivation involves external rewards that encourage Gen Z employees to perform well. Key extrinsic factors include competitive salaries, benefits, and a supportive work environment. Financial compensation remains a fundamental motivator for Generation Z, as they expect to be fairly compensated for their skills and efforts. Competitive salaries, coupled with regular salary reviews and adjustments, are crucial for attracting and retaining top Gen Z talent. Comprehensive benefits packages, including health insurance, retirement plans, and paid time off, are important extrinsic motivators as well. Generation Z values financial security and work-life balance, so offering benefits that support these priorities can enhance their overall job satisfaction and motivation. Additionally, a supportive and conducive work environment plays a role in extrinsic motivation. Gen Z employees are motivated by workplaces that offer modern facilities, technological advancements, and a culture of collaboration and innovation. Creating a work environment that fosters productivity and well-being can drive higher levels of motivation and performance (Gerhart & Fang, 2015).

Understanding the diverse motivations of Generation Z employees is crucial for organizations aiming to optimize their performance and satisfaction. By identifying and leveraging both intrinsic and extrinsic motivators, companies can create a work environment that not only attracts Gen Z talent but also retains and engages them over the long term. This understanding enables organizations to tailor their management practices, reward systems, and workplace culture to meet the unique needs and preferences of Generation Z, ultimately leading to enhanced performance, job satisfaction, and organizational success.

In summary, employee motivation is a multifaceted concept that delves into the various drivers that inspire Generation Z employees to put forth their best effort and achieve excellence in their roles. By recognizing and addressing both intrinsic and extrinsic factors, organizations can foster a motivated, high-performing, and satisfied Gen Z workforce.

#### **2.3.4 Work Environment**

The rise of work environment models represents a significant shift that resonates particularly well with Generation Z. These models, which blend remote and in-office work arrangements, offer a level of flexibility that aligns with Gen Z's strong preferences for work-life balance and autonomy. Unlike previous generations, Generation Z places a high value on the ability to manage their personal and professional lives in a way that promotes overall well-being and efficiency. The hybrid work model, therefore, is uniquely suited to meet these expectations, providing a framework that supports their need for flexibility and control over their work environments.

The flexibility inherent in hybrid work models allows Gen Z employees to tailor their work schedules and locations to best suit their individual needs and lifestyles. This autonomy over how and where they work is a powerful motivator, as it enables them to create a more personalized and balanced approach to their professional responsibilities. By offering the option to work remotely, organizations can help Gen Z employees reduce commuting time and costs, thereby increasing their available time for personal activities and reducing stress levels. This balance between work and personal life is crucial for maintaining high levels of job satisfaction among this cohort (Vyas, 2022).

A positive experience with hybrid work can substantially elevate morale and productivity among Gen Z employees. When employees have the flexibility to choose their work environment, they are more likely to feel empowered and trusted by their employers. This sense of empowerment can lead to increased job satisfaction as employees feel their needs and preferences are being acknowledged and respected. Additionally, the ability to work remotely can foster a more inclusive work environment by accommodating diverse needs, such as those of parents, caregivers, or individuals with disabilities, further enhancing overall job satisfaction (Robak, 2022).



Hybrid work models also contribute to enhanced organizational performance by boosting productivity. Generation Z employees are known for their proficiency with digital technologies and their ability to adapt quickly to new tools and platforms. By leveraging remote work technologies, Gen Z employees can maintain high productivity levels while working from various locations. This adaptability and technological savviness make hybrid work an effective model for maximizing their contributions to the organization. Moreover, the flexibility to work remotely can lead to increased focus and fewer distractions, allowing employees to produce higher quality work (Bai et al., 2021).

In addition to improving morale and productivity, hybrid work models can enhance organizational performance by attracting and retaining top talent from the Generation Z demographic. Companies that offer flexible work arrangements are more likely to appeal to Gen Z job seekers who prioritize work-life balance and autonomy. By positioning themselves as forward-thinking and adaptive to the needs of the modern workforce, organizations can build a strong employer brand that attracts high-caliber candidates. Retaining these employees becomes easier as well, as the flexibility offered by hybrid work arrangements meets their long-term career expectations and personal needs (Dixon, 2022).

The impact of hybrid work models extends beyond individual satisfaction and productivity to influence the broader organizational culture. By fostering a culture of trust and flexibility, organizations can create a more engaged and loyal workforce. Generation Z employees who experience positive hybrid work arrangements are likely to exhibit higher levels of engagement, commitment, and loyalty to their employers. This, in turn, reduces turnover rates and the associated costs of recruiting and training new employees, contributing to overall organizational stability and success (Franzen-Waschke, 2021).

The hybrid work model has become a widely researched topic, especially regarding its impact on job satisfaction. Previous studies have indicated that hybrid work can positively affect job satisfaction across various industries and countries. For instance, a study by Smith et al. (2020) found that in the tech industry, the flexibility offered by hybrid work arrangements led to higher job satisfaction and reduced burnout among employees in the United States. Similarly, a study by González and Martínez (2021) highlighted that in Spain's finance sector, hybrid work not only improved job satisfaction but also fostered stronger work-life balance. In contrast, Malik and Wang (2022) emphasized that in Asian markets like India and China, hybrid work models had a significant impact on younger employees, particularly Generation Z, who appreciated the autonomy and work-life balance that hybrid arrangements offered. These studies underscore the positive correlation between hybrid work models and job satisfaction in diverse contexts, further strengthening the argument that flexibility and autonomy play pivotal roles in shaping workplace experiences.

In summary, the rise of work environment models, particularly hybrid work arrangements, represents a significant and positive shift that aligns with the



preferences of Generation Z employees. By offering flexibility, autonomy, and a better work-life balance, hybrid work models can substantially elevate morale and productivity, leading to enhanced job satisfaction and organizational performance. Organizations that embrace and refine these models are better positioned to attract, retain, and engage Generation Z talent, ultimately fostering a more dynamic, resilient, and high-performing workforce.

### **2.3.5 Employee Engagement**

Employee engagement gauges the enthusiasm and commitment Generation Z employees exhibit towards their work and the organization. This concept is pivotal for understanding how deeply invested Gen Z employees are in their roles, how connected they feel to their workplace, and how motivated they are to contribute to the organization's success (Lee et al., 2021).

One of the primary factors influencing employee engagement among Generation Z is the nature of their work assignments. Meaningful work assignments that align with their values and interests can significantly enhance their engagement levels. Generation Z is driven by a desire to make a positive impact and to feel that their work is contributing to something larger than themselves. When organizations provide tasks that are challenging, impactful, and aligned with broader societal goals, Gen Z employees are more likely to feel engaged and motivated (Kirchmayer & Fratričová, 2020).

Opportunities for professional growth also play a crucial role in driving engagement among Generation Z (Susanto, 2022). This generation places a high value on continuous learning and development. They seek opportunities to acquire new skills, gain new experiences, and advance their careers. Organizations that invest in their employees' development through training programs, mentorship, and clear career progression paths can significantly boost engagement levels. By providing these opportunities, companies signal to Gen Z employees that their growth and success are valued, which in turn fosters a deeper commitment to the organization.

A supportive work environment is another critical factor that influences employee engagement (Yusliza et al., 2021). Generation Z employees thrive in environments where they feel supported by their colleagues and leaders. This support can manifest in various forms, including open communication, collaboration, and access to resources. When employees feel that they are part of a cohesive and supportive team, their engagement levels rise. Furthermore, a work environment that promotes psychological safety, where employees feel comfortable expressing their ideas and concerns without fear of judgment or retribution, can enhance engagement by making employees feel valued and respected.

Higher engagement among Generation Z employees typically correlates with improved performance outcomes (Albrecht et al., 2021). Engaged employees are more likely to go above and beyond in their roles, demonstrating higher levels of productivity, creativity, and dedication. They are also more likely to take initiative, solve problems proactively, and contribute innovative ideas that can drive

organizational success. This enhanced performance not only benefits the individual employees but also contributes to the overall effectiveness and competitiveness of the organization.

Moreover, higher engagement is associated with reduced turnover rates within organizations (Zahari et al., 2018). Engaged employees are less likely to leave their jobs, as they feel a strong connection to their work and their employer. This loyalty reduces the costs associated with recruiting and training new employees and helps maintain continuity and stability within the organization. Lower turnover rates also mean that organizations can retain valuable knowledge and experience, which can be leveraged to achieve long-term goals and objectives.

Previous studies have consistently shown that higher employee engagement has a direct effect on job satisfaction, particularly among Generation Z employees. According to a study by Alzyoud (2018), engaged employees in the hospitality sector exhibited higher job satisfaction due to their increased involvement in decision-making processes and the meaningfulness of their work. This finding was echoed in the study by Gallup (2021), which revealed that employees across various industries, when given opportunities for career development and meaningful engagement, reported significantly higher job satisfaction. Furthermore, a meta-analysis by Schaufeli et al. (2019) demonstrated that employee engagement, driven by supportive leadership and opportunities for growth, was positively correlated with both job satisfaction and organizational commitment in multinational corporations. These studies highlight that fostering employee engagement is not only key to improving performance but also directly contributes to higher job satisfaction across different sectors and demographics.

In summary, employee engagement is a multifaceted concept that captures the enthusiasm and commitment Generation Z employees exhibit towards their work and the organization. Factors such as meaningful work assignments, opportunities for professional growth, and a supportive work environment play critical roles in shaping engagement levels. Higher engagement correlates with improved performance outcomes and reduced turnover rates, making it a vital focus for organizations aiming to cultivate a motivated, loyal, and high-performing workforce (Lee et al., 2021 ; Kirchmayer & Fratričová, 2020 ; Susanto, 2022 ; Yusliza et al., 2021 ; Albrecht et al., 2021 ; Zahari et al., 2018). By understanding and addressing the factors that drive engagement among Generation Z, organizations can create an environment where employees are not only satisfied but also deeply invested in their success and the success of the organization.

### **2.3.6 Leadership Style**

Leadership within organizations emerges as a critical determinant of Generation Z's satisfaction and performance. Effective leadership is essential for creating an environment where Gen Z employees can thrive, feel valued, and contribute to their fullest potential (Hensellek, 2020).

The traits and behaviors exhibited by leaders have a profound impact on the job satisfaction, engagement, and overall performance of Generation Z employees (Derby et al., 2023).

Supportiveness is one of the most crucial traits that Generation Z seeks in their leaders. Supportive leaders are those who provide guidance, resources, and encouragement to their team members (Kolbet & Schmidkonz, 2024).

Transparency is another key trait valued by Generation Z. This generation appreciates leaders who are open and honest about organizational goals, challenges, and changes (Hadziahmetovic & Salihovic, 2022).

Autocratic leadership involves making decisions unilaterally, without much input from team members. This style can lead to quick decision-making but may not be well-received by Generation Z, who value participation and transparency (Bwalya, 2023).

Bureaucratic leadership focuses on following procedures and rules meticulously. While this can ensure consistency and reliability, it might stifle the innovation and flexibility that Generation Z employees often seek (Erkut, 2021).

Democratic leadership, or participative leadership, involves team members in the decision-making process. This style is typically appreciated by Generation Z for its inclusivity and encouragement of diverse perspectives (Bwalya, 2023).

Transformational leadership aims to inspire and motivate employees to exceed expectations by focusing on vision, change, and innovation. This leadership style aligns well with Generation Z's desire for meaningful work and personal growth opportunities (Bwalya, 2023).

Effective leadership, characterized by supportiveness, transparency, open communication, collaboration, and mentorship, can significantly enhance job satisfaction among Generation Z employees (Hensellek, 2020 ; Derby et al., 2023 ; Kolbet & Schmidkonz, 2024 ; Hadziahmetovic & Salihovic, 2022 ; Bwalya, 2023 ; Erkut, 2021).

Moreover, strong leadership helps in retaining Generation Z talent (Hensellek, 2020).

In summary, leadership within organizations is a critical determinant of Generation Z's satisfaction and performance. Effective leaders who exhibit supportiveness, transparency, open communication, collaboration, and mentorship can create an environment where Gen Z employees thrive (Derby et al., 2023). These leadership qualities enhance job satisfaction, foster a high-performing workforce, and contribute to the overall success of the organization (Kolbet & Schmidkonz, 2024). Understanding and implementing these traits can help organizations attract, retain, and maximize the potential of Generation Z talent (Hadziahmetovic & Salihovic, 2022).

### **2.3.7 Organizational Culture**

Lastly, organizational culture encompasses the values, missions, behaviors, adaptability, and social norms within an organization. A positive organizational culture that embraces diversity, and inclusivity, and promotes a healthy work-life balance

resonates strongly with Generation Z. This cohort values workplaces where they feel included, respected, and have opportunities for growth that align with their personal values and aspirations (Moravčević & Ružičić, 2023).

Generation Z employees prioritize workplaces that foster a sense of belonging and celebrate diversity. They are drawn to organizations that value inclusivity, where different backgrounds, perspectives, and ideas are not only welcomed but actively encouraged. Such environments not only promote creativity and innovation but also contribute to a supportive atmosphere where employees can thrive professionally and personally (Derby et al., 2023).

Moreover, a positive organizational culture that promotes a healthy work-life balance is crucial for Generation Z. This generation values flexibility in work arrangements that allow them to pursue their personal interests and maintain a sustainable lifestyle. Organizations that offer flexible work hours, remote work options, and supportive policies for parental leave and caregiving responsibilities are highly attractive to Gen Z employees (Albrychiewicz-Słocińska, 2022).

Alignment between organizational values and those of Generation Z enhances their job satisfaction, engagement, and overall performance within the organization. When employees feel that their values are mirrored in the organization's mission and culture, they are more motivated to contribute actively and passionately to achieving organizational goals. This alignment fosters a sense of purpose and fulfillment in their work, driving higher levels of commitment and dedication (Belias & Koustelios, 2014 ; Kataria et al., 2013).

Organizations that actively cultivate a positive culture of respect, trust, and transparency tend to experience lower turnover rates among Generation Z employees. When the organizational culture aligns with their values and provides a supportive environment, Gen Z employees are more likely to stay longer, contributing to long-term stability and success for the organization. This stability not only reduces recruitment costs but also allows the organization to retain talent that brings fresh perspectives and innovative thinking to the table (Sidorcuka & Chesnovicka, 2017 ; Jiang & Luo, 2017).

In summary, organizational culture plays a pivotal role in shaping the experience of Generation Z employees within an organization. A positive culture that embraces diversity, and inclusivity, and promotes work-life balance not only attracts but also retains top talent from this generation. By aligning organizational values with those of Generation Z and fostering a supportive environment, organizations can enhance job satisfaction, engagement, and overall performance, driving success in the competitive landscape of today's workforce (Moravčević & Ružičić, 2023 ; Derby et al., 2023 ; Albrychiewicz-Słocińska, 2022 ; Belias & Koustelios, 2014 ; Kataria et al., 2013 ; Sidorcuka & Chesnovicka, 2017 ; Jiang & Luo, 2017).

### **2.3.8 Conclusion**

In conclusion, addressing Generation Z's unique needs across job satisfaction, motivation, work environment, engagement, leadership, and organizational culture is

crucial for organizations aiming to attract, retain, and maximize their potential. Factors such as meaningful job content, training, supportive environments, career advancement, fair compensation, and hybrid work models are key to enhancing their satisfaction, engagement, and performance. Effective leadership styles that emphasize supportiveness, transparency, open communication, collaboration, and mentorship further contribute to creating a positive and inclusive workplace culture that resonates with Generation Z. Understanding and meeting these expectations not only foster a motivated and loyal workforce but also drive organizational success in today's competitive landscape.

## **2.4 Related Research**

Research from 2020 to 2023 extensively explored the dynamics of job satisfaction among Generation Z. A study by Derby et al. (2023) highlighted that Gen Z places significant importance on supportive leadership, work-life balance, and opportunities for career advancement. This aligns with findings by Albrychiewicz-Słocińska (2022) and Wulur & Mandagi (2023) which emphasize the critical role of flexible work arrangements and a positive organizational culture in enhancing job satisfaction for this cohort.

In contrast, Gen Y (Millennials) tend to value recognition, professional development, and a sense of purpose in their roles, as noted by Aksakal & Ulucan, 2024. While both generations seek meaningful work, Gen Z's emphasis on work-life balance and flexibility is more pronounced compared to Gen Y's focus on career progression and stability.

Comparing Gen Z with Gen Y, several studies highlight distinct differences in workplace preferences and behaviors. According to Kirchmayer & Fratričová, 2020, Gen Z employees prioritize technological integration, immediate feedback, and flexibility more than Gen Y. This generation's pragmatic approach to job stability and their expectation for inclusivity and ethical practices further differentiate them from Gen Y, who typically value long-term career growth and mentorship.

The advent of hybrid work models has significantly impacted job satisfaction and performance among Gen Z. Studies by Contreras et al. (2020) and Risky & Martdianty (2023) reveal that hybrid work arrangements cater to Gen Z's need for flexibility and work-life balance. These arrangements not only enhance job satisfaction but also improve productivity and engagement by allowing employees to tailor their work environments to their preferences.

Hybrid work models have been found to be less impactful for Gen Y, who generally prefer more structured work environments and direct, in-person interactions with colleagues and supervisors. However, both generations appreciate the autonomy and reduced commuting times that hybrid models offer.

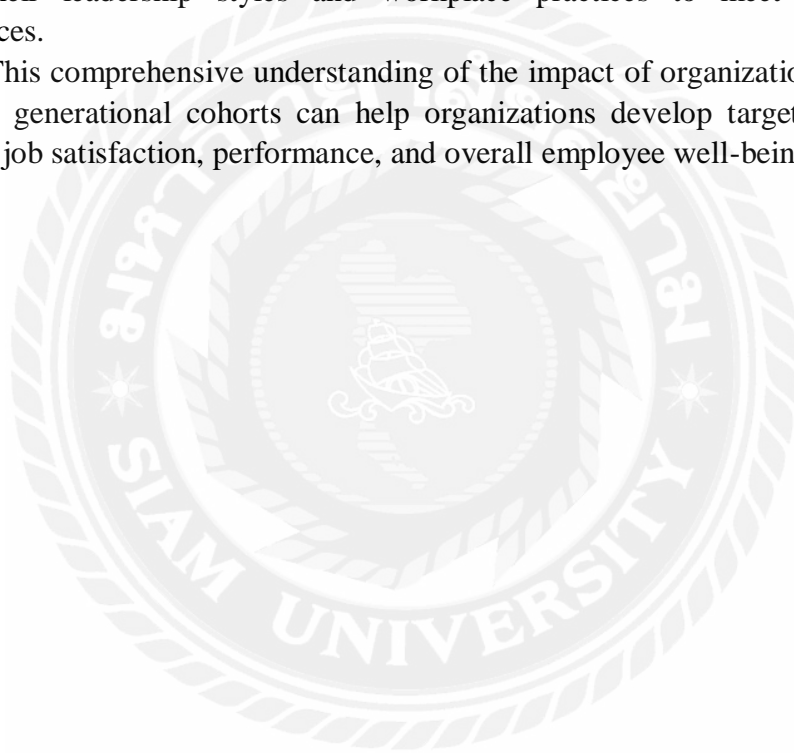
The performance of Gen Z in the workplace is closely linked to their job satisfaction and the organizational culture. Research by Benítez-Márquez et al. (2022) and Septiawan & Masrunik (2020) such as servant leadership, are highly effective in motivating Gen Z employees and enhancing their performance. This generation thrives

in environments that provide continuous learning opportunities, clear goals, and regular feedback.

For Gen Y, performance is often driven by recognition, career development opportunities, and a sense of belonging within the organization. They tend to perform well in environments that offer mentorship and structured career paths.

The period from 2020 to 2023 has seen a growing understanding of the unique preferences and needs of Generation Z in the workplace. While both Gen Z and Gen Y seek meaningful work and career growth, Gen Z's emphasis on flexibility, immediate feedback, and work-life balance sets them apart. The hybrid work model has emerged as a particularly effective strategy for enhancing job satisfaction and performance among Gen Z employees. Organizations aiming to attract and retain Gen Z talent must adapt their leadership styles and workplace practices to meet these evolving preferences.

This comprehensive understanding of the impact of organizational behavior on different generational cohorts can help organizations develop targeted strategies to enhance job satisfaction, performance, and overall employee well-being.



## **CHAPTER 3 Methodology**

### **3.1 Research Methodology**

The research methodology employed in this study is quantitative, characterized by the collection and statistical analysis of numerical data. A survey is the primary tool for gathering data, facilitating the acquisition of a large volume of data from a diverse pool of respondents. This method is particularly effective for the study's aims, as it enables precise quantification of the impact of organizational behavior on Generation Z employees. The numerical data collected through survey can be systematically analyzed to identify trends, correlations, and casual relationships, thereby offering a robust empirical foundation for understanding how different organizational practices affect Gen Z's workplace experiences.

### **3.2 Research Design**

The research design integrates both descriptive and correlational elements. The descriptive component of the design allows the study to delineate the key characteristics and expectations of Gen Z employees within the workplace context. It provides a comprehensive overview of their central tendencies, preferences, and common traits. By detailing these attributes, the research can establish a nuanced profile of Gen Z workers, highlighting what they value in their professional environments.

The correlational aspect of the design is instrumental in exploring the relationships between organizational behavior, leadership styles, and the work outcomes of Gen Z employees. This approach facilitates the identification of patterns and associations, such as the connection between specific leadership approaches and levels of job satisfaction or performance among Gen Z employees. By employing both descriptive and correlational analyses, the study not only paints a detailed picture of Gen Z employees but also uncovers the dynamics underlying their workplace satisfaction and productivity.

This study used a quantitative research method. A questionnaire was used in the quantitative research. SPSS was used to statistically analyze the reliability and validity of the questionnaire. After determining that the reliability and validity were up to the standard, a multiple regression analysis was used to determine the influencing factors of employee job satisfaction.

A suitable scale is chosen as a reference to provide some basis for the design of the questionnaire.

Constructs/ Variables	Items	NO.
Job Satisfaction <b>Issa Gazi et al. (2022)</b>	I am satisfied with the salary/wages that I draw from my present job.	Q12
	I am not satisfied with the promotional opportunity at your present job.	Q13
	I am satisfied with the job status at my present job.	Q14
	I am satisfied with the job security at my present job.	Q15
Employee Well-Being <b>Issa Gazi et al. (2022)</b> <b>Urgal Saracho (2023)</b>	I am not satisfied with the working conditions of my present job.	Q16
	I prefer to be trained semesterly at work.	Q17
	My ideal feedback time is weekly at work.	Q18
	Managing work and personal life in a the way that prevents burnout and allows for fulfillment in both areas.	Q19
	Be able to pursue your hobbies and social life on the side and have time for yourself.	
	Keep time for yourself and your family, don't let work overflow at home.	
Employee Motivation <b>Issa Gazi et al. (2022)</b> <b>Holopainen &amp; Suslova (2019)</b>	I am not satisfied with the recognition that is given for good work at my present job.	Q20
	I am satisfied with the opportunity for open communication with my present boss.	Q21
	Monetary reward is more influential in creating job satisfaction and motivation from my perception as part of generation Z.	Q22



Urgal Saracho (2023)

I prefer the format face-to-face to communicate in at work. Q23

The benefits that I expect from my employer are Health Insurance, Paid-Time Off, Mental Health Insurance and Professional Development and Educational Benefits. Q24

I am satisfied with the relationship with colleagues at my present job. Q25

Work Environment

Issa Gazi et al. (2022)

I prefer to work in a flat organization (fewer levels, wider spans of control). Q26

Urgal Saracho (2023)

My ideal workplace would be in fully remote. Q27

*Table 3.1 Questionnaire Items*

### 3.3 Data Collection

Data collection in this study encompasses both primary and secondary sources. Primary data is gathered directly through a survey tailored specifically for this research. This survey is designed to capture detailed information on Gen Z employees' experiences, preferences, and perceptions regarding various organizational behaviors and practices. The survey's structured format ensures that data collected is consistent, reliable, and suitable for quantitative analysis.

In addition to primary data, secondary data were also utilized. These data were sourced from existing literature, including books, articles and academic journals, which provide a theoretical and contextual backdrop for the research. The combination of primary and secondary data collection methods ensures a comprehensive and multifaceted data set that enriches the study's findings. The integration of secondary data helps to contextualize the primary data within the broader landscape of existing research, thereby enhancing the overall validity and relevance of the study.

### 3.4 Population and Sampling Procedures

#### 3.4.1 Target Population

The target population for this study comprised Generation Z employees who are currently or have been employed across various organizational settings. This demographic was specifically chosen due to its unique characteristics and the growing presence of Gen Z in the workforce. By focusing on this group, the study

aims to generate insights that are directly relevant to understanding how organizational behaviors impact this particular generation.

### **3.4.2 Sampling Unit**

Individual Generation Z employees constituted the sampling unit for this study, both in Asia and France to compare Generation Z in different cultures, lifestyles, and environments. Each respondent provided data that reflected their personal experiences and perceptions of organizational practices, contributing to a comprehensive understanding of Gen Z's workplace dynamics.

### **3.4.3 Sample Size**

The sample size was determined based on statistical considerations to ensure that it is sufficiently large to allow for meaningful analysis compromise between 176 respondents of the questionnaire. A larger sample size increases the reliability of the study's findings and enhances the generalizability of the results.

### **3.4.4 Sampling Method**

A stratified random sampling method was employed to select participants, ensuring that diverse subgroups within the Generation Z population were proportionately represented in the sample. This approach enhances the sample's representativeness and allows for broader insights into Gen Z's experiences across different organizational contexts.

### **3.4.5 Sample Screening**

Sample screening procedures were implemented to verify that all participants met specific criteria relevant to the study, such as age range and current or previous employment in organizational settings. This screening process safeguards the integrity and relevance of the sample, ensuring that the data collected accurately reflects the target population.

## **3.5 Data Analysis**

The analysis of the collected data utilized descriptive statistics, including measures of central tendency (mean, median, mode) and variability (standard deviation). These statistical tools are essential for summarizing the data and providing a clear, concise overview of how Gen Z's preferences, performance, and job satisfaction are distributed across different organizational contexts. Descriptive statistics facilitate the identification of key trends and patterns within the data, thereby enabling a deeper understanding of the impact of organizational behavior on Gen Z employees.

### 3.6 Reliability and Validity of the Scale

#### 3.6.1 Reliability

Reliability can also be described to as reliability, the extent to which consistent results can be obtained when the same measured object is tested repeatedly. The Value of Cronbach's Alpha is an important criteria employ to test the reliability of a questionnaire, and the criterion that represents the reliability of a questionnaire is the high value of Cronbach's Alpha. The objective is to detect the effect of a significant relation between the dependent and independent variables by using Cronbach's alpha. Specialists believe that a Cronbach's alpha coefficient greater than 0.7 is reliable, greater than 0.5 is acceptable, and less than 0.35 is considered unreliable and should be rejected. (Nunnally & Bernstein, 1994). Table 3.2, shows that the Cronbach alpha coefficients for each construct in this study are within the norm.

Variate	Item	Cronbach's $\alpha$
Satisfaction	6	0.89
Employee/Job Well-Being	5	0.87
Work/Employee Motivation	8	0.85
Work Environment	7	0.88
Employee Engagement	9	0.86
Leadership Style	6	0.90
Organizational Culture	5	0.84

Table 3.2 Cronbach's Alpha Value

The study focused on finding the impact of organizational behavior on Generation Z workers. More specifically, the study examined how satisfaction, job well-being, employee motivation, work environment, employee engagement, leadership style, and organizational culture influence the performance, preferences, and overall job satisfaction of Generation Z employees in the workplace.

#### 3.6.2 Validity

Validity is a critical component of research, as it determines the degree to which the items on a response scale accurately and comprehensively measure the intended variables. Validity ensures that the data collected truly reflects the concept being studied, thus enhancing the reliability and credibility of the research findings (Nunnally, 1978; DeVellis, 2016).

Content validity is particularly important and refers to how well the items in a questionnaire cover the full domain of the construct being measured. This is often

assessed through expert reviews, where specialists evaluate the items to ensure they comprehensively cover all relevant aspects of the construct (Haynes et al., 1995).

Construct validity, another essential type, involves ensuring that the test measures the concept it is intended to measure, which includes both convergent and discriminant validity (Messick, 1995).

Convergent validity assesses the extent to which items that are theoretically related are indeed related, while discriminant validity examines whether items that are not supposed to be related remain unrelated.

Criterion-related validity evaluates how well one measure predicts an outcome based on another measure and can be divided into predictive and concurrent validity (Cronbach & Meehl, 1955).

In this study, validity analysis was conducted to ensure that the questionnaire items accurately expressed the conceptual framework of the study variables. A panel of generation Z workers within organizations was consulted to review the questionnaire and provide feedback on content validity, confirming that the items adequately covered constructs such as satisfaction, employee well-being, and motivation.

Construct validity was evaluated using factor analysis, which identified the underlying structure of the data and confirmed the alignment of items with theoretical constructs. High factor loadings indicated strong convergent validity, while low cross-loadings demonstrated discriminant validity (Fornell & Larcker, 1981).

The strong correlation of the questionnaire results with established measures of organizational behavior provided evidence of criterion-related validity, affirming the questionnaire's ability to accurately measure the intended variables. Overall, the validity analysis demonstrated that the questionnaire was well-designed and effectively measured the constructs of interest, ensuring the data collected was valid and reliable (Anastasi & Urbina, 1997).

The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity are both essential tools used to assess the suitability of a dataset for factor analysis. The KMO measure evaluates sampling adequacy by examining the proportion of variance among variables that might be common variance. It ranges from 0 to 1, with higher values indicating that the dataset is suitable for factor analysis. A KMO value between 0.8 and 1.0 is considered excellent, suggesting that the variables are likely to form distinct and reliable factors. Values between 0.7 and 0.8 are good, 0.6 and 0.7 are mediocre, 0.5 and 0.6 are poor, and values below 0.5 suggest that factor analysis may not be appropriate.

Bartlett's test of sphericity, on the other hand, tests the null hypothesis that the correlation matrix is an identity matrix, meaning that the variables are unrelated and unsuitable for structure detection. A significant result ( $p < 0.05$ ) from Bartlett's test indicates that the correlation matrix is not an identity matrix and that there are likely underlying factors within the dataset. Together, a high KMO value and a significant Bartlett's test result indicate that factor analysis is a suitable method for identifying latent constructs in the data. These tests help to determine the appropriateness of data

for factor analysis, guiding in identifying meaningful patterns and structures among variables.

### a. Job Satisfaction

KMO value of 0.785 is considered "middling" or "adequate." This suggests that the dataset is suitable for factor analysis, with a reasonable level of common variance that can be explained by underlying factors. Generally, a KMO value above 0.7 is considered acceptable, indicating that the variables have enough correlation to justify factor analysis.

The very low p-value indicates that the correlations between the variables are statistically significant, allowing to reject the null hypothesis of Bartlett's test, which posits that the variables are uncorrelated. This confirms that the data is appropriate for factor analysis.

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.785
The Bartlett's Test of Sphericity	Approx. Chi-Square	7413.928
	df	153
	Sig.	0.000

*Table 3.3 Satisfaction KMO & Bartlett's Test of Sphericity Validity*

### b. Employee Well-Being

The KMO value of 0.829 is considered "meritorious," which means that your dataset is well-suited for factor analysis. Generally, a KMO value above 0.8 is considered good, indicating that the variables have sufficient correlation for reliable factor extraction.

The low p-value indicates that the correlations between variables are statistically significant, allowing to reject the null hypothesis of Bartlett's test, which states that the variables are uncorrelated. This confirms the appropriateness of using factor analysis for the dataset.

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.829
The Bartlett's Test of Sphericity	Approx. Chi-Square	9014.085
	df	741
	Sig.	0.000

*Table 3.4 Employee Well-Being KMO & Bartlett's Test of Sphericity Validity*

### c. Employee Motivation

The KMO value of 0.920 is considered "marvelous." This indicates that the dataset is exceptionally well-suited for factor analysis, with a very high level of common variance that can be explained by underlying factors. A KMO value above 0.9 suggests excellent sampling adequacy, meaning the variables are highly correlated, making factor analysis appropriate.

The low p-value indicates that the correlations between variables are statistically significant, allowing to reject the null hypothesis of Bartlett's test, which posits that the variables are uncorrelated. This result confirms the appropriateness of using factor analysis for the dataset.

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.920
The Bartlett's Test of Sphericity	Approx. Chi-Square	3504.293
	df	120
	Sig.	0.000

*Table 3.5 Employee Motivation KMO & Bartlett's Test of Sphericity Validity*

### d. Work Environment

The KMO value of 0.763 is considered "middling" or "adequate." This indicates that the data is suitable for factor analysis, with a good level of common variance that can be attributed to underlying factors. Typically, a KMO value above 0.7 is considered acceptable for factor analysis, suggesting that the intercorrelations between variables are sufficient for identifying underlying factors.

The low p-value indicates that the correlations between variables are statistically significant, allowing to reject the null hypothesis of Bartlett's test, which posits that the variables are uncorrelated. This result supports the use of factor analysis.

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.763
The Bartlett's Test of Sphericity	Approx. Chi-Square	1300.398
	df	215
	Sig.	0.000

*Table 3.6 Work Environment KMO & Bartlett's Test of Sphericity Validity*

### e. Employee Engagement

KMO value of 0.934 is considered "marvelous." This suggests that the dataset is extremely well-suited for factor analysis. A KMO value above 0.9 indicates an

excellent level of common variance that can be explained by underlying factors, signifying strong correlations among the variables.

The low p-value indicates that the correlations between variables are statistically significant, allowing to reject the null hypothesis of Bartlett's test, which posits that the variables are uncorrelated. This result supports the use of factor analysis.

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.934
The Bartlett's Test of Sphericity	Approx. Chi-Square	8676.712
	df	66
	Sig.	0.000

*Table 3.7 Employee Engagement KMO & Bartlett's Test of Sphericity Validity*

#### **f. Leadership Style**

The KMO value of 0.804 is considered "meritorious." This suggests that the dataset is well-suited for factor analysis, indicating a good level of common variance that can be attributed to underlying factors. A KMO value above 0.8 is generally considered good, implying that the variables have enough correlation to justify factor analysis.

The low p-value indicates that the correlations between variables are statistically significant, allowing to reject the null hypothesis of Bartlett's test, which posits that the variables are uncorrelated. This result supports the use of factor analysis.

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.804
The Bartlett's Test of Sphericity	Approx. Chi-Square	1404.825
	df	435
	Sig.	0.000

*Table 3.8 Leadership Style KMO & Bartlett's Test of Sphericity Validity*

#### **g. Organizational Culture**

KMO value of 0.744 is considered "middling" or "adequate." This suggests that the dataset is suitable for factor analysis. Generally, a KMO value above 0.7 is considered acceptable, meaning there is sufficient correlation among the variables for reliable factor extraction.

The low p-value indicates that the correlations between variables are statistically significant, allowing to reject the null hypothesis of Bartlett's test, which

states that the variables are uncorrelated. This result confirms that the data is appropriate for factor analysis.

<b>Measure</b>		<b>Value</b>
Kaiser-Meyer-Olkin (KMO)		0.744
The Bartlett's Test of Sphericity	Approx. Chi-Square	2622.727
	df	190
	Sig.	0.000

*Table 3.9 Organizational Culture KMO & Bartlett's Test of Sphericity Validity*





## CHAPTER 4 Findings

This chapter presents the data analysis and interpretations. The presentation is divided in two parts, the first part presents the respondents profile or demographic information, while the second part deals with presentation, interpretations and analysis of the research dependent and independent variables from the conceptual framework.

### 4.1 Descriptive Statistical Analysis of Demographic Characteristics

The following table provides a detailed breakdown of the demographic data of the survey respondents, including age, gender, education level, working experience, job position, work type, first job status, unit department, job sector, income, and nationality. This demographic information is essential for understanding the context and diversity of the sample in the study.

Demographic Data		Items	Percentages
<b>Age</b>	15-18	19	10.80%
	19-23	88	50%
	24-27	69	39.20%
<b>Gender</b>	Female	93	52.84%
	Male	79	44.89%
	Non-Binary	4	2.27%
<b>Education</b>	Highschool		
	Diploma	28	15.91%
	Bachelor's Degree	85	48.30%
	Master's degree	46	26.13%
	Other	17	9.66%
<b>Working Experience</b>	0 - 1 years	63	35.80%
	1 - 3 years	56	31.82%
	4 - 6 years	29	16.48%
	7 - 10 years	14	7.95%

	> 10 years	14	7.95%
<b>Job position</b>	Staff Line	103	58.52%
	Manager	36	20.46%
	Middle Manager	32	18.18%
	Top Management	5	2.84%
<b>Work Type</b>	Full Time	132	75%
	Part-Time	44	25%
<b>First Job ?</b>	Yes	93	52.84%
	No	83	47.16%
<b>Unit Department</b>	Human Resource	22	12.5%
	Marketing	21	11.93%
	Sales	42	23.86%
	Operational		
	Information	2	1.14%
	Technology	14	7.95%
	Finance	7	3.98%
	Legal Support	5	2.84%
	Business		
	Development	35	19.89%
	Customer		
	Relationship	8	4.55%
	Audit	11	6.25%
Others	9	5.11%	
<b>Job Sector</b>	Insurance	7	3.98%
	Financial		
	Institution	18	10.23%
	Capital Market	1	0.57%
	IT	15	8.52%
	E-Commerce	17	9.66%
	Media	5	2.84%
	Telecommunication	18	10.23%

	Property	8	4.54%
	Fast-Moving		
	Consumer Goods	11	6.25%
	Manufacture	17	9.66%
	Retail	18	10.23%
	Education	9	5.11%
	Healthcare	3	1.7%
	Government		
	Public Service	10	5.68%
	Others	19	10.8%
<b>Income</b>	\$0-\$30,000	2	1.14%
	\$31,000-\$60,000	62	35.22%
	\$61,000-\$90,000	56	31.82%
	\$91,000-\$120,000	22	12.5%
	\$120,000+	34	19.32%
<b>Nationality</b>	French	99	56.25%
	Thai	18	10.23%
	Chinese	2	1.13%
	Indonesian	4	2.27%
	South Korean	27	15.34%
	Japanese	7	3.98%
	Burmese	5	2.84%
	Indian	12	6.82%
	American	1	0.57%
Canadian	1	0.57%	

*Table 4.1 Demographic Characteristics of Respondents*

## **4.2 Descriptive Statistical Analysis of Variables**

### **4.2.1 Job Satisfaction**

The survey indicates that 56.25% of respondents are satisfied with the salary or wages they receive from their present job, while 43.75% are not. This slight majority reflects Generation Z's strong emphasis on competitive compensation as a cornerstone of job satisfaction. The conceptual framework presented in the document underscores the importance of salary and benefits as critical factors in making employees feel valued and recognized for their contributions. Ensuring competitive pay is essential for

maintaining satisfaction in this area, as it directly impacts employees' perceptions of their worth and their motivation to perform well.

In terms of promotional opportunities, 47.73% of respondents are satisfied, whereas 52.27% are dissatisfied. This majority of dissatisfaction points to a significant area of concern, as Generation Z values clear pathways for career advancement and growth. The document highlights that career progression opportunities are vital for job satisfaction among this demographic. The lack of satisfaction suggests that many organizations may not be effectively communicating or providing these opportunities, which can negatively affect overall job satisfaction and retention rates. Addressing this gap by developing and promoting clear career progression paths could enhance satisfaction significantly.

When it comes to job status, 60.23% of respondents are satisfied, compared to 39.77% who are not. This majority indicates that most Generation Z employees feel their roles are meaningful and engaging, which is crucial for job satisfaction. The conceptual framework emphasizes the importance of meaningful tasks and responsibilities in fostering a positive work experience. Maintaining roles that provide a sense of purpose and engagement is essential for sustaining high levels of satisfaction, as it helps employees feel connected to their work and motivated to contribute effectively.

A significant 68.18% of respondents are satisfied with their job security, while 31.82% are not. This high level of satisfaction reflects well on organizations that manage to provide a stable and secure work environment. The document outlines that job security is a critical component of job satisfaction, as it reduces stress and enhances employees' sense of stability and loyalty towards their employer. Ensuring that employees feel secure in their positions can significantly improve overall job satisfaction and reduce turnover rates, making it a key area for organizations to focus on.

The data highlight several key areas for organizations to address in order to improve job satisfaction among Generation Z employees. Competitive salaries and benefits should be maintained to ensure employees feel valued. Additionally, there is a clear need for better communication and development of career progression opportunities to meet the expectations of this generation. Ensuring roles are engaging and meaningful can sustain high levels of satisfaction, while providing job security can enhance overall satisfaction and loyalty. By focusing on these areas, organizations can foster a motivated and productive workforce, ultimately benefiting from higher retention rates and improved employee performance.

Questions	Answers	Items	Percentages
Are you satisfied with the salary/wages that you draw from your present job?	Yes	99	56.25%
	No	77	43.75%
Are you satisfied with the promotional opportunity at your present job?	Yes	84	47.73%
	No	92	52.27%
Are you satisfied with the job status at your present job?	Yes	106	60.23%
	No	70	39.77%
Are you satisfied with the job security at your present job?	Yes	120	68.18%
	No	56	31.82%

*Table 4.2 Job Satisfaction Analysis*

#### **4.2.2 Employee Well-Being**

The survey results indicate that a slight majority of respondents (52.27%) are not satisfied with the working conditions of their current job, while 47.73% are satisfied. This suggests that there is a notable level of dissatisfaction among employees regarding their work environment, which could impact overall job satisfaction and performance. Organizations should investigate the specific factors contributing to dissatisfaction and take steps to address these issues to enhance employee morale and productivity.

The majority of respondents prefer to be trained on a semesterly basis (36.36%), followed by those who favor monthly training (27.84%). Quarterly training is preferred by 23.87% of respondents, and a smaller portion (11.93%) prefers yearly training. These results highlight the importance of regular and structured training programs to meet employees' professional development needs and ensure they remain engaged and up-to-date with industry practices.

When it comes to feedback, nearly half of the respondents (48.35%) prefer receiving it on a monthly basis. Bi-weekly feedback is the second most popular choice (31.82%), indicating that frequent and timely feedback is crucial for employees. Quarterly and semesterly feedback are less favored (both at 7.95%), with only a small percentage (3.98%) preferring yearly feedback. These insights underline the necessity for managers to provide consistent and regular feedback to help employees improve and stay motivated.

The responses to the question about work-life balance varied, but the most common theme was prioritizing both personal and professional life. Employees value having enough time to work while also dedicating time to their well-being and social lives. Other notable responses included managing work and personal life to prevent burnout, having flexible working hours, and keeping work from interfering with personal time. This feedback suggests that employees highly value a balanced

approach to work and life, which is essential for maintaining their overall well-being and job satisfaction.

By addressing the dissatisfaction with working conditions, providing regular training, offering frequent feedback, and supporting a healthy work-life balance, organizations can create a more positive and productive work environment for their employees.

Questions	Answers	Items	Percentages
Are you satisfied with the working condition of your present job?	Yes	84	47.73%
	No	92	52.27%
With what frequency would you like to be trained at work?	Monthly	49	27.84%
	Quarterly	42	23.87%
	Semesterly	64	36.36%
	Yearly	21	11.93%
What would your ideal feedback time frame be at work?	Bi-weekly	56	31.82%
	Monthly	85	48.35%
	Quarterly	14	7.95%
	Semesterly	14	7.95%
	Yearly	7	3.98%
What do you understand of work-life balance in a brief sentence?	We have enough time to do work as well as time for well-being and socializing	-	-
	Prioritizing both the personal and professional life	-	-

	Hard to find when my boss contacts me outside of my working hours	-	-
	Managing work and personal life in a way that prevents burnout and allows for fulfillment in both areas	-	-
	Be able to pursue your hobbies and social life on the side and have time for yourself	-	-
	Optimize your working hours to have more time for yourself	-	-
	4 days on the job-3 days off	-	-
	Work 4-day weeks	-	-
	Keep time for yourself and your family, don't let work overflow at home	-	-

*Table 4.3 Employee Well-Being Analysis*

### 4.2.3 Employee Motivation

A significant majority of respondents (64.3%) are not satisfied with the recognition they receive for good work, while 35.8% are satisfied. This suggests that there is a need for organizations to improve their recognition programs to better appreciate and motivate their employees.

More than half of the respondents (56.25%) are satisfied with the opportunity for open communication with their boss, whereas 43.75% are not. This indicates that while many employees feel they can communicate openly with their supervisors, a considerable number still see room for improvement in this area.

The overwhelming majority of Generation Z respondents (88.07%) find monetary rewards more influential in creating job satisfaction and motivation compared to non-monetary rewards (11.93%). This highlights the importance of financial incentives in motivating this generation.

Face-to-face communication is the most preferred format (64.2%), followed by emails (15.9%), messages (11.94%), and phone calls (7.96%). This preference for direct communication suggests that Generation Z values personal interaction and clarity in their work communications.

The most commonly expected benefits from employers include Health Insurance (14.18%) and Mental Health Insurance (13.43%), followed by Paid Time Off (PTO) (13.43%), and Professional development and educational benefits (11.19%). This indicates that Generation Z employees prioritize comprehensive healthcare coverage, work-life balance, and opportunities for professional growth.

Overall, the data indicate that organizations need to focus on improving recognition programs, maintaining open lines of communication, offering competitive monetary rewards, and providing a range of benefits to meet the diverse needs of Generation Z employees.



Questions	Answer	Items	Percentages
Are you satisfied with the recognition that is given for good work at your present job?	Yes	64	35.80%
	No	113	64.30%
Are you satisfied with the opportunity for open communication with your present boss?	Yes	99	56.25%
	No	77	43.75%
What kind of reward is more influential in creating job satisfaction and motivation from the perception of Generation Z?	Monetary	155	88.07%
	Non-monetary	21	11.93%
Which format do you prefer to communicate in at work?	Face-to-face	113	64.20%
	Emails	28	15.90%
	Phone Calls	14	7.96%
	Messages	21	11.94%
Which benefits do you expect from your employer? (Multiple choice)	Health Insurance	38	14.18%
	Paid Time Off (PTO)	36	13.43%
	Retirement Plan Benefits	12	4.48%
Would your ideal workplace be fully in-person, fully remote, or hybrid?	Fully in-person	35	19.89%
	Fully remote	127	72.16%
	Hybrid	14	7.95%

*Table 4.4 Employee Motivation Analysis*

#### 4.2.4 Work Environment

An overwhelming majority of respondents (92.05%) are satisfied with their relationships with colleagues, while only a small percentage (7.95%) are not. This high level of satisfaction suggests that most employees enjoy a positive and collaborative



working environment, which can significantly contribute to overall job satisfaction and productivity.

A majority of respondents (60.23%) prefer working in a flat organization with fewer levels and wider spans of control, compared to 39.77% who prefer a tall organization with many levels and hierarchies. This indicates that many employees favor a more egalitarian and flexible structure that can facilitate quicker decision-making and greater autonomy.

The vast majority of respondents (72.16%) prefer a fully remote workplace, while 19.89% prefer fully in-person work, and 7.95% prefer a hybrid model. This strong preference for remote work reflects a significant shift in work culture, likely influenced by the flexibility and work-life balance that remote work can offer.

Overall, the data indicate that employees value positive relationships with their colleagues, prefer less hierarchical organizational structures, and overwhelmingly favor remote work environments. Organizations should consider these preferences to enhance employee satisfaction, engagement, and retention.

Questions	Answer	Items	Percentages
Are you satisfied with the relation with colleagues at your present job?			
	Yes	162	92.05%
	No	14	7.95%
Would you prefer working in a flat organization (fewer levels, wider spans of control) or a tall organization (many levels/hierarchies)?			
	Flat organization	106	60.23%
	Tall organization	70	39.77%
Would your ideal workplace be fully in-person, fully remote, or hybrid?			
	Fully in-person	35	19.89%
	Fully remote	127	72.16%
	Hybrid	14	7.95%

*Table 4.5 Work Environment Analysis*

#### **4.2.5 Employee Engagement**

A significant majority of respondents (64.20%) are satisfied with the opportunity to participate in decision-making at their present job, while 35.80% are not. This indicates that many employees feel they have a voice in their organization and can influence decisions that affect their work, which can lead to higher engagement and job satisfaction.

The survey responses reveal a diverse range of self-identified qualities among employees. The most frequently identified qualities include being open-minded (12.88%), flexible (12.12%), and optimistic (8.33%). Team-oriented and loyal qualities were also notable (both 8.33% and 6.82% respectively).

Among the respondents, 12.88% identified as open-minded, indicating a significant portion of the workforce is willing to consider new ideas and perspectives. This openness can be highly beneficial for fostering innovation and adaptability in the workplace. Additionally, 12.12% of the respondents consider themselves flexible, suggesting that a notable segment of employees can adapt to changing circumstances and are willing to take on various tasks and roles. This flexibility is crucial for navigating the dynamic nature of modern work environments. Moreover, 8.33% of respondents describe themselves as optimistic and team-oriented. These qualities reflect a positive outlook and a collaborative spirit, which are essential for maintaining a supportive and productive work environment. This combination of open-mindedness, flexibility, and teamwork can significantly enhance organizational effectiveness and resilience.

Less frequently identified qualities include being a workaholic (0.76%), civic-minded (0.76%), and independent (0.76%). These responses provide insight into the varied personal attributes employees bring to their roles, which can influence their work style and interactions.

Overall, the data indicate that while many employees feel included in decision-making processes, there is still room for improvement. Additionally, the diversity in self-identified qualities suggests a rich mix of strengths within the workforce, which organizations can leverage to create dynamic and effective teams.

Questions	Answer	Items	Percentages
Are you satisfied with the opportunity of participation in decision making at your present job?	Yes	113	64.20%
	No	63	35.80%
Which qualities do you feel that you have?	Dependable	14	5.30%
	Progressive	18	6.82%
	Straightforward	16	6.06%
	Tactful	10	3.79%
	Loyal	18	6.82%
	Optimistic	22	8.33%

	Competitive	16	6.06%
	Workaholic	2	0.76%
	Team-oriented	22	8.33%
	Flexible	32	12.12%
	Informal	8	3.03%
	Bachelors	2	0.76%
	Entrepreneurial	10	3.79%
	Global	4	1.51%
	Achievement-oriented	12	4.54%
	Open-minded	34	12.88%
	Civic	2	0.76%
	Independent	2	0.76%
	Skeptical	20	7.57%

*Table 4.6 Employee Engagement Analysis*

#### **4.2.6 Leadership Style**

A significant portion of respondents, 56.25%, are satisfied with the behavior of their present boss. This indicates that over half of the employees have a positive view of their boss's conduct, which is crucial for fostering a respectful and motivating work environment. However, 43.75% are not satisfied, suggesting that nearly half of the workforce sees room for improvement in leadership behavior, which could impact overall job satisfaction and morale.

In terms of autonomy in work, an overwhelming 80.11% of respondents are satisfied with the level of independence they experience in their roles. This high level of satisfaction indicates that most employees feel trusted and empowered to make decisions, which can enhance engagement and productivity. On the other hand, 19.89% are not satisfied with their autonomy, highlighting that a smaller yet significant portion of employees desire more freedom and responsibility in their work tasks.

Overall, the data suggest that while the majority of employees are content with both their boss's behavior and their work autonomy, there remains a noteworthy percentage that sees potential for improvement in these areas. Addressing these concerns could lead to enhanced job satisfaction and a more positive work environment.

Questions	Answer	Items	Percentages
Are you satisfied with the behavior of your present boss?			
	Yes	99	56.25%
	No	77	43.75%
Are you satisfied with the autonomy in work at your present job?			
	Yes	141	80.11%
	No	35	19.89%

*Table 4.7 Leadership Style Analysis*

#### **4.2.7 Organizational Culture**

A notable portion of respondents, 47.73%, are satisfied with the opportunity for open communication with their present boss. This indicates that nearly half of the employees feel they can openly communicate with their leadership, which is essential for a transparent and collaborative work environment. However, 52.27% are not satisfied, suggesting that more than half of the workforce experiences challenges in communicating openly with their boss, which could hinder effective teamwork and trust.

Regarding career aspirations based on management competency, 20.46% of respondents expect to reach the very top of the organization. Another 15.91% aim to be near the top, just below the CEO. A significant 23.86% aspire to hold a senior position, perhaps as a member of the executive committee. An equal percentage, 23.86%, expect to move one level above their current position. Meanwhile, 15.91% of respondents do not anticipate advancing beyond their current position. These responses reflect a wide range of career aspirations, indicating diverse levels of ambition and perceived management competency among employees.

Overall, while nearly half of the employees are content with their communication opportunities with their bosses, a slightly larger group sees room for improvement. Additionally, the data show a varied set of career expectations, with many aiming for higher positions within the organization. Addressing communication issues and supporting career development could enhance employee satisfaction and motivation.

Questions	Answer	Items	Percentages
Are you satisfied with the opportunity for open communication with your present boss?	Yes	84	47.73%
	No	92	52.27%
On the basis of your level of management competency, how high in the organization do you expect to go in your career?	To the very top of the organization	36	20.46%
	Near the top—just below the CEO	28	15.91%
	To a senior position—perhaps member of the executive committee	42	23.86%
	One level above where you are now	42	23.86%
	No higher than the current position	28	15.91%

*Table 4.8 Organizational Culture Analysis*

## **CHAPTER 5 Conclusion and Recommendation**

### **5.1 Summary of Findings**

The study investigates the distinct expectations and requirements of Generation Z (Gen Z) employees within the workplace. As the first generation to grow up in the digital age, Gen Z brings a unique set of perspectives and values to their professional environments. These employees tend to prioritize supportive leadership, work-life balance, and flexibility in their work arrangements, which significantly influences their job satisfaction and organizational commitment.

The research reveals that a considerable number of Gen Z employees express satisfaction with their immediate supervisors' behavior, appreciating the level of autonomy and empowerment they receive in their roles. This sense of independence is critical, as Gen Z values the ability to take initiative and make decisions within their scope of work. However, there is still room for improvement in enhancing leadership behaviors and communication strategies to better align with Gen Z's preferences. Effective communication and authentic leadership are pivotal in building trust and engagement among these employees.

A notable finding from the study is the diversity in career aspirations among Gen Z employees. While some individuals aim for top leadership positions, seeking to drive change and influence within their organizations, others prioritize work-life balance and personal fulfillment over climbing the corporate ladder. This diversity in aspirations indicates that Gen Z is not a monolithic group; rather, their motivations and career goals can vary widely. Understanding these nuances is crucial for organizations aiming to engage and retain Gen Z talent effectively. Employers need to offer tailored career development opportunities and create a culture that accommodates various career paths and definitions of success.

Furthermore, the study highlights the importance of organizational culture and its impact on Gen Z employees' satisfaction. Gen Z prefers working in environments that are inclusive, innovative, and socially responsible. They are attracted to companies that demonstrate a commitment to diversity, equity, and inclusion, and that align with their personal values. Organizations that fail to address these cultural factors risk losing Gen Z talent to competitors that offer more supportive and value-driven work environments.

The findings underscore the necessity for organizations to adapt their strategies to meet the unique needs and expectations of Gen Z employees. By doing so, they can foster a more engaged, motivated, and productive workforce, capable of driving innovation and achieving organizational goals.

#### **5.1.1 Summary of Demographic Factors**

The demographic analysis of the study provides valuable insights into the composition of the Gen Z workforce. The majority of respondents fall within the age range of 19 to 23, reflecting the entry-level nature of the workforce segment being



studied. This age group is at the beginning of their professional careers, often bringing fresh perspectives and a willingness to learn and adapt to new challenges.

The gender distribution among respondents is nearly equal, with female and male participants making up the majority of the sample. A small percentage of respondents identify as non-binary, indicating an increasing awareness and acceptance of diverse gender identities within the workplace. This gender diversity is crucial for organizations to consider when developing policies and practices that promote inclusivity and equality.

Educational attainment is another significant demographic factor, with most respondents possessing a college or university degree. This reflects the high value that Gen Z places on education and its role in career advancement. As a result, organizations should recognize the importance of providing continuous learning and development opportunities to cater to this educated workforce.

Additionally, a significant portion of participants are in their first job, highlighting the need for organizations to provide robust onboarding and development programs. As Gen Z enters the workforce, they require guidance and support to transition successfully from academia to the professional world. Organizations that invest in comprehensive training and mentorship programs can facilitate this transition and improve employee retention.

The diversity captured in the study's demographic data provides a broad understanding of the varied backgrounds and perspectives present within the Gen Z workforce. This diversity is essential for understanding the range of expectations and needs that organizations must address to effectively engage with Gen Z employees. By recognizing and embracing this diversity, organizations can create a more inclusive and supportive work environment that appeals to a wide array of talent.

### **5.1.2 Summary of Factors Affecting Gen Z Job Satisfaction within an Organization**

Several key factors influence Gen Z satisfaction in the workplace, as identified in the study. These include leadership style, organizational culture, work environment, employee well-being, employee motivation and employee engagement.

Understanding these factors is essential for organizations seeking to create an environment that resonates with Gen Z employees and fosters long-term engagement.

Gen Z places a high value on leadership that is approachable, communicative, and supportive. They prefer leaders who provide clear guidance and feedback while encouraging autonomy and innovation. Effective leadership is seen as a partnership where mutual respect and trust are paramount. Organizations should focus on developing leaders who can adapt their style to meet the needs of this new generation of workers. This approach not only increases job satisfaction but also helps in building a more dynamic and resilient workforce.

The culture within an organization plays a significant role in shaping Gen Z employees' satisfaction. They are drawn to companies that prioritize inclusivity, innovation, and social responsibility. Gen Z wants to work for organizations that

reflect their values and make a positive impact on society. Companies that foster an open and diverse culture are more likely to attract and retain Gen Z talent. Emphasizing diversity, equity, and inclusion within the organizational framework can enhance Gen Z's sense of belonging and motivation to contribute to the company's success.

Gen Z employees are motivated by opportunities for professional growth and development. They seek clear pathways for career progression and value organizations that invest in their future. Providing access to training programs, mentorship, and career development initiatives can enhance job satisfaction and commitment among Gen Z employees. Organizations that prioritize professional development not only meet the expectations of Gen Z but also benefit from a more skilled and committed workforce ready to tackle future challenges.

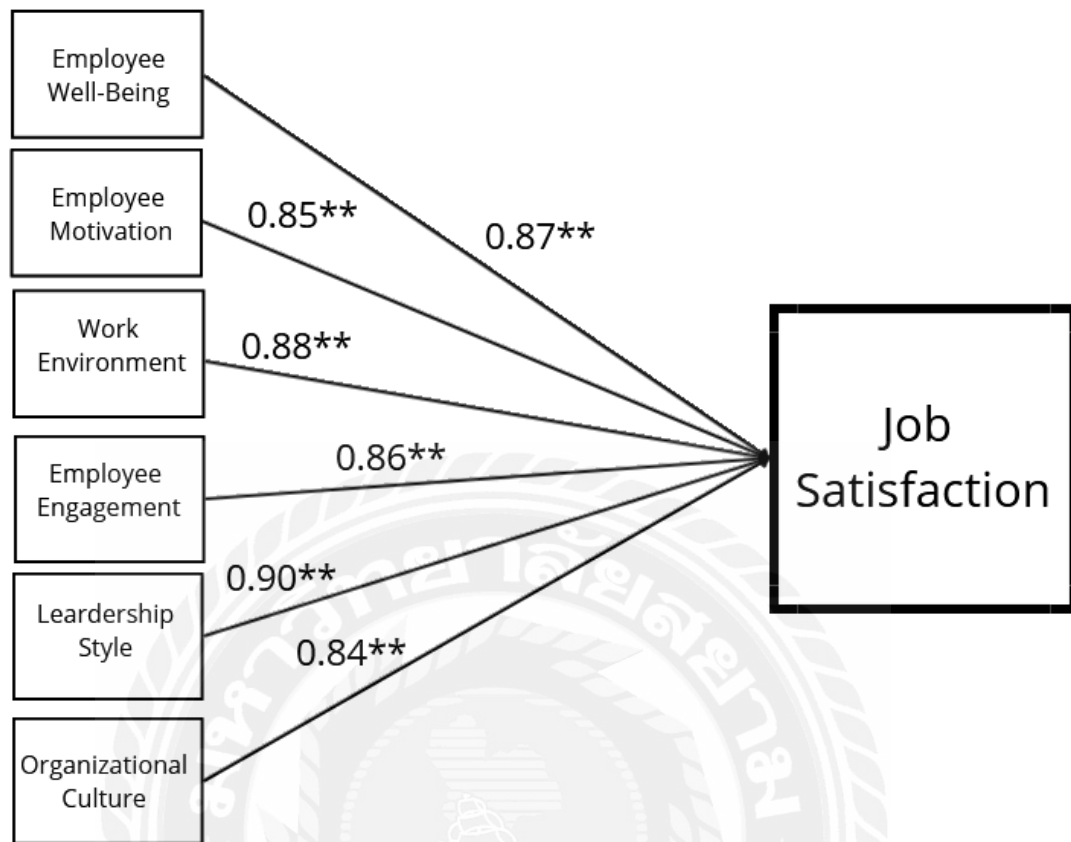
Maintaining a healthy work-life balance is crucial for Gen Z employees. They value flexibility in their work arrangements and appreciate organizations that support their personal and professional needs. Flexible work hours, remote work options, and wellness programs are highly regarded by Gen Z and can contribute to higher levels of job satisfaction. Companies that offer such benefits can improve employee retention and foster a positive work environment that supports both personal well-being and professional productivity.

The study highlights the importance of these factors in enhancing job satisfaction and motivation among Gen Z employees. By addressing these areas, organizations can create a more appealing and supportive work environment that meets the unique needs of this generation. Understanding and adapting to these preferences can lead to a more engaged and effective workforce, ultimately driving the organization's success in a competitive market.

### **5.1.3 Impact of Employee Well-Being, Employee Motivation, Work Environment, Employee Engagement, Leadership Style, Organizational Culture on Job Satisfaction**

The study reveals several factors that contribute to Generation Z (Gen Z) employees' job satisfaction within the workplace, focusing on employee well-being, employee motivation, work environment, employee engagement, leadership style, and organizational culture. These elements collectively shape the overall experience of Gen Z employees, influencing their job satisfaction and long-term commitment to their organizations.





*Figure 5.1.3 Final Model*

### **a. Job Satisfaction and Employee Well-Being**

The research results indicate that Gen Z employees prioritize job satisfaction and well-being as integral components of their work experience. They seek roles that offer a sense of purpose and fulfillment, aligning with their personal values and career aspirations. Job well-being is enhanced when employees feel their work is meaningful and contributes positively to their personal and professional growth. Organizations that prioritize employee well-being by offering supportive policies and fostering a healthy work environment can significantly boost Gen Z's job satisfaction and loyalty.

### **b. Employee Motivation**

Motivation among Gen Z employees is driven by opportunities for growth, recognition, and the ability to make a meaningful impact. They are motivated by roles that challenge them and offer avenues for skill development and career progression. Recognition and appreciation from supervisors and peers play a crucial role in maintaining high levels of motivation. Organizations that implement performance recognition programs and provide opportunities for advancement are more likely to retain motivated Gen Z employees who are eager to contribute to organizational success.

### **c. Work Environment and Employee Engagement**

A positive work environment is crucial for engaging Gen Z employees. They thrive in environments that are inclusive, collaborative, and innovative. Gen Z values workplaces that promote open communication, teamwork, and a sense of belonging. Employee engagement is further enhanced when organizations actively involve employees in decision-making processes and encourage their contributions. Creating a supportive and dynamic work environment that values employee input can lead to higher engagement levels and improved organizational performance.

### **d. Leadership Style**

Gen Z employees prefer leadership styles that are approachable, transparent, and empowering. They appreciate leaders who provide guidance and feedback while fostering autonomy and innovation. Effective leadership is viewed as a partnership where trust and mutual respect are prioritized. Leaders who can adapt their style to meet the needs of Gen Z employees can foster a more motivated and committed workforce. Training programs that focus on developing leaders with these qualities can help organizations better engage and support Gen Z employees.

### **e. Organizational Culture**

The culture of an organization plays a significant role in shaping Gen Z employees' satisfaction and engagement. They are drawn to companies that prioritize diversity, equity, inclusion, and social responsibility. Gen Z seeks organizations that reflect their values and contribute positively to society. Cultivating an open and diverse culture where all employees feel valued and respected is key to attracting and retaining Gen Z talent. Organizations that align their values with those of Gen Z can create a more cohesive and motivated workforce committed to achieving common goals.

The study emphasizes the importance of understanding the unique needs and expectations of Gen Z employees. By focusing on factors such as satisfaction, job well-being, motivation, work environment, leadership style, and organizational culture, organizations can create a more appealing and supportive workplace for Gen Z employees. Addressing these areas can lead to higher levels of engagement, productivity, and retention, ultimately contributing to the organization's success and competitiveness in the market.

## **5.2 Conclusion**

The conclusion drawn from the study emphasize the need for organizations to adapt to the distinct preferences and expectations of Gen Z employees. As a generation that values authenticity, flexibility, and purpose, Gen Z is reshaping traditional workplace dynamics and driving organizations to reevaluate their approaches to employee engagement and retention.

Organizations that foster a supportive and flexible work environment are more likely to attract and retain Gen Z talent. This includes offering flexible work

arrangements, promoting work-life balance, and providing opportunities for career growth and development. By aligning organizational practices with Gen Z's values, companies can create a more motivated and engaged workforce.

Enhancing communication and leadership practices is also crucial for improving job satisfaction among Gen Z employees. Leaders who prioritize transparency, empathy, and collaboration can build trust and foster a positive work culture. Organizations should invest in leadership development programs that equip managers with the skills needed to effectively engage with Gen Z employees.

The study underscores the importance of understanding the unique characteristics of Gen Z and integrating these insights into organizational strategies and practices. By doing so, organizations can create a dynamic and motivated workforce that is well-prepared to meet the challenges of the future. Embracing the values and perspectives of Gen Z can lead to innovation, creativity, and long-term success for organizations.

### **5.3 Recommendation**

The study offers several recommendations for organizations aiming to improve Gen Z employee satisfaction. These recommendations are designed to help organizations align their practices with the values and expectations of Gen Z employees, ultimately leading to higher levels of engagement and retention.

Organizations should invest in leadership training programs focused on improving communication skills and providing support tailored to Gen Z's needs. Effective leaders are essential for fostering a positive work environment and building trust with Gen Z employees. Training programs should emphasize the importance of empathy, transparency, and collaboration in leadership.

Providing clear pathways for career advancement and professional growth is crucial for engaging Gen Z employees. Organizations should offer training programs, mentorship opportunities, and career development initiatives that help Gen Z employees achieve their professional goals. Encouraging continuous learning and skill development can enhance job satisfaction and commitment.

Gen Z values work-life balance and flexibility in their work arrangements. Organizations should offer flexible work hours, remote work options, and wellness programs to support the personal and professional needs of Gen Z employees. Creating a flexible work environment can lead to higher levels of job satisfaction and productivity.

Organizations should focus on building a culture that resonates with Gen Z's values. This includes promoting diversity, equity, and inclusion initiatives and fostering an environment where all employees feel valued and respected. By creating a culture that aligns with Gen Z's values, organizations can attract and retain top talent.

By addressing these areas, organizations can create a more appealing workplace for Gen Z employees and position themselves as employers of choice. These recommendations can help organizations build a more engaged, motivated, and

productive workforce that is well-equipped to drive innovation and achieve organizational goals.

## **5.4 Limitation and Direction for Future Research**

### **5.4.1 Limitation**

The study acknowledges several limitations that should be considered when interpreting the findings. Firstly, the study focuses on a specific demographic group, which may not fully represent the broader population. The reliance on self-reported data introduces potential bias, as responses may be influenced by personal perceptions and experiences. Additionally, the study's cross-sectional design captures data at a single point in time, limiting the ability to observe changes and trends over an extended period.

Furthermore, the study is limited by its geographical scope, as it may not account for cultural and regional differences that could impact Gen Z's workplace experiences. The findings may not be generalizable to Gen Z employees in different countries or regions with varying cultural norms and values.

### **5.4.2 Future Research**

Future research should consider longitudinal studies to track changes in Gen Z's satisfaction and preferences over time. This approach would provide valuable insights into how Gen Z's expectations evolve as they gain more experience in the workforce. Longitudinal studies can also help identify trends and patterns in Gen Z's career progression and job satisfaction.

Expanding the research to include a more diverse demographic sample would offer a more comprehensive understanding of the factors influencing Gen Z in various organizational contexts. Future studies should aim to capture the experiences of Gen Z employees across different industries, regions, and cultural backgrounds.

Further research could explore the impact of technological advancements on Gen Z's work experiences, given their affinity for digital tools and platforms. Understanding how technology influences job satisfaction and productivity could help organizations better leverage digital resources to meet Gen Z's needs. Additionally, future research could investigate the role of social and environmental factors in shaping Gen Z's workplace expectations and values.

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**APPENDIX**  
**QUESTIONNAIRE**

**The Impact of Organizational Behavior  
on Generation Z Preferences,  
Performance, and Job Satisfaction**

I would greatly appreciate your participation in my master's research by completing the following questionnaire, which aims to gather valuable insight.

*\* Indique une question obligatoire*

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1. Age \*

*Une seule réponse possible.*

- 19 – 23  
 15 - 18  
 24 - 27

2. Gender \*

*Une seule réponse possible.*

- Male  
 Female  
 Non-Binary  
 Others

3. Education \*

*Une seule réponse possible.*

- Highschool Diploma
- Bachelor's Degree
- Master's degree
- Other

4. Working Experience \*

*Une seule réponse possible.*

- 0 - 1 years
- 1 - 3 years
- 4 - 6 years
- 7 - 10 years
- > 10 years

5. Job Position \*

*Une seule réponse possible.*

- Staff Line
- Manager
- Middle Manager
- Top Management

6. Worktype \*

*Une seule réponse possible.*

- Full time  
 Part time

7. Is this your first job \*

*Une seule réponse possible.*

- Yes  
 No

8. Unit/Department \*

*Une seule réponse possible.*

- Human Resource  
 Marketing  
 Sales  
 Operational Information  
 Technology  
 Finance  
 Legal Support  
 Business Development  
 Customer Relationship  
 Audit  
 Compliance Procurement  
 Others

9. Job Sector \*

*Une seule réponse possible.*

- Banking
- Insurance
- Financial Institution Capital Market IT
- E-Commerce Media
- Telecommunication
- Property Fast-Moving
- Consumer Goods
- Manufacture Retail
- Education
- Healthcare
- Government/Public Service
- Others

10. Income \*

*Une seule réponse possible.*

- \$0-\$30,000
- \$31,000-\$60,000
- \$61,000-\$90,000
- \$91,000-\$120,000
- \$120,000+

11. Nationality \*

*Une seule réponse possible.*

- French
- Thai
- Chinese
- Indonesian
- South Korean
- Japanese
- Burmese
- Indian
- Taiwanese
- American
- Canadian

12. Are you satisfied with the salary/wages that you draw from your present job ? \*

*Une seule réponse possible.*

- Yes
- No

13. Are you satisfied with the promotional opportunity at your present job ? \*

*Une seule réponse possible.*

- Yes
- No

14. Are you satisfied with the job status at your present job ? \*

*Une seule réponse possible.*

Yes

No

15. Are you satisfied with the job security at your present job ? \*

*Une seule réponse possible.*

Yes

No

16. Are you satisfied with the working condition of your present job ? \*

*Une seule réponse possible.*

Yes

No

17. With what frequency would you like to be trained at work ? \*

*Une seule réponse possible.*

Monthly

Quarterly

Semesterly

Yearly



18. What would your ideal feedback time frame be at work \*

*Une seule réponse possible.*

- Bi-weekly
- Monthly
- Quarterly
- Semesterly
- Yearly

19. What do you understand of work-life balance in a brief sentence? \*

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20. Are you satisfied with the recognition that is given for good work at your present job ? \*

*Une seule réponse possible.*

- Yes
- No

21. Are you satisfied with the opportunity for open communication with your present boss ? \*

*Une seule réponse possible.*

- Yes
- No

22. What kind of reward is more influential creating job satisfaction and motivation from your perception ? \*

*Une seule réponse possible.*

- Monetary  
 Non monetary

23. Which format do you prefer to communicate in at work ? \*

*Une seule réponse possible.*

- Face-to-face  
 Emails  
 Phone Calls  
 Messages  
 Handwritten notes

24. Which benefits do you expect from your employer ? \*

*Plusieurs réponses possibles.*

- Health Insurance  
 Paid Time Off  
 Disability Insurance  
 Mental Health Insurance  
 Paid family leave  
 Life Insurance  
 Pet Insurance  
 Dental Insurance  
 Flexible Work Schedule  
 Retirement Plan Benefits  
 Professional development and educational benefits  
 Other

25. Are you satisfied with the relation with colleagues at your present job ? \*

*Une seule réponse possible.*

Yes

No

26. Would you prefer working in a flat organization (fewer levels, wider spans of control) or a tall organization (many levels/hierarchies) ? \*

*Une seule réponse possible.*

Flat Organization

Tall Organization

27. Would your ideal workplace be fully in-person, fully remote, or hybrid ? \*

*Une seule réponse possible.*

Fully in-person

Hybrid

Fully remote

28. Are you satisfied with the opportunity of participation in decision making at your present job ? \*

*Une seule réponse possible.*

Yes

No

29. Which qualities do you feel that you have ? \*

*Plusieurs réponses possibles.*

- Dependable
- Progressive
- Straightforward
- Tactful
- Loyal
- Optimistic
- Competitive
- Workaholic
- Team-oriented
- Flexible
- Informal
- Bachelors
- Entrepreneurial
- Global
- Achievement-oriented
- Open-minded
- Civic
- Skeptical
- Independent

30. Are you satisfied with the behavior of your present boss ? \*

*Une seule réponse possible.*

- Yes
- No

31. Are you satisfied with the autonomy in work at your present job ? \*

*Une seule réponse possible.*

- Yes  
 No

32. Are you satisfied with the opportunity for open communication with your present boss ? \*

*Une seule réponse possible.*

- Yes  
 No

33. On the basis of your level of management competency, how high in the organization do you expect to go in your career ? \*

*Une seule réponse possible.*

- To the very top of the organization  
 Near the top—just below the CEO  
 To a senior position—perhaps member of the executive committee  
 One level above where you are now  
 No higher than the current position