The X-factors behind Gen Z employee performance: A systematic review

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A R T I C L E I N F O	ABSTRACT
	As significant numbers of Gen Z entering and becoming the majority of the workforce, understanding their unique characteristics, preferences, and motivations is crucial for organizations to effectively manage and engage this generations. This qualitative article delves into the factors affecting Generation Z (Gen Z) employees' performance at work. Despite the existence of well-established research in factors influencing employee performance, there is a notable dearth of a comprehensive review that explores this topic particularly within the context of Gen Z employees. To bridge this theoretical gap, a systematic literature review was undertaken, meticulously gathering pertinent data from scientific articles spanning the period between 2013 and 2022. Utilizing keywords such as motivation, work motivation, job satisfaction, work environment, employee performance, and generation-z, a sistematic process was employed to identify and collect scholarly literature. Following a thorough selection and screening procedure, a refined set of 20 journal articles was meticulously included in the review. The discerned findings underscore the utmost significance of job satisfaction, motivation, leadership team and organizational culture as critical determinants of the performance levels exhibited by Z-generation employees.

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1. INTRODUCTION

Enhancing employee performance and productivity is heavily influenced by effective and efficient human resource (HR) management, which directly contributes to organizational productivity. Therefore, it is crucial for companies to focus on the variables that impact this outcome. If employees lack satisfaction in their work environment or engagement, it will result in weak work commitment, adversely affecting their dedication and contribution to the company (Waworuntu et al.., 2022). Consequently, productivity decreases, and discipline becomes lax. Hence, human resources play a vital and strategic role in every business, as the workforce component is pivotal in achieving organizational goals.

In the modern era of the fourth industrial revolution (Industry 4.0), characterized by the rapid adoption of digital technology across industries, from large corporations to small-scale enterprises, the global business landscape is evolving. Schwab (2016) describes four stages of revolution: the first being the steam engine in the 18th century, which sparked the Industrial Revolution 1.0; the second involving electricity in the 19th-20th centuries, known as Industrial Revolution 2.0; the third encompassing the use of computer technology in industry, office businesses, and services (Industrial Revolution 3.0); and the current era, Industry 4.0, emerging in 2010, which encompasses artificial intelligence and the internet of things, enabling connectivity and programmed interactions between humans and machines. These advancements have significantly influenced human thinking, lifestyle, and interpersonal interactions, causing disruptions across various technological, economic, social, and political domains, subsequently impacting the quality of human resources themselves (Wulus et al., 2022; Sijabat et al., 2022; Warbung et al., 2023).

The advent of the Fourth Industrial Revolution has witnessed the emergence of Generation Y and Gen Z. The former, also known as the millennial generation, grew up during a time when access to desired information became effortlessly attainable. They became accustomed to the principles of immediacy and accuracy, eschewing delays in fulfilling their needs. Consequently, they acquired a reputation for being impatient in the workplace. The latter, Gen Z, encompasses individuals born between 1995 and 2010, commonly referred to as the iGeneration or Generation Net due to their familiarity and reliance on internet technologies. Projections suggest that by 2020, Gen Z will dominate the labor market, constituting a substantial influx of technologically fluent workers capable of multitasking (Rothman, 2014; Kainde & Mandagi, 2023). Notably, the majority of Gen Z individuals also exhibit characteristics associated with the millennial generation, such as responsibility, loyalty, determination, and thoughtfulness (Mandagi & Aseng, 2021). The presence of this unique generation promises to instigate organizational transformations within the realm of work, as it represents a departure from preceding generations. Rather than attempting to directly alter the generational gap within the workplace, its presence necessitates acceptance. Consequently, efforts are underway to accommodate the distinctive attributes of this generation, mandating urgent action on the part of HR managers to create work environments that cater to the needs of this group of workers.

Gen Z, often referred to as adaptive workers, possesses a remarkable capacity to acclimate to new work environments. Managers should be mindful of this characteristic to proactively address potential boredom issues, employing job rotation as a viable strategy to sustain their engagement within the company (Dessler, 2018). Furthermore, this generation exhibits a proclivity for forging connections with like-minded individuals, distinguishing them from their predecessors. Companies ought to recognize and capitalize on this advantage, as these individuals possess the aptitude for collaborating with professionals globally. In addition, their inherent adaptability to continuously evolving technologies is owed to their upbringing in an era marked by full automation (Poluan et al., 2022). Because of the demographic transition, changing workforce dynamics, the impact on organizational performance, talent acquisition and retention, future workforce development, and the need for organizational adaptation, assessing the elements that influence the performance of Generation Z employees is critical. Understanding these elements enables firms to manage and engage Generation Z personnel effectively, guaranteeing their success and contributing to overall organizational effectiveness. The present study aims to identify and analyze the underlying factors that influence Gen Z employee performance. Overall, this study contributes to the advancement of knowledge in the field of human resources management and organizational behaviour by providing valuable insights into the factors influencing Gen Z employee performance and informing evidence-based strategies for organizations to effectively manage and engage this generation in the workplace.

2. BACKGROUND OF THE STUDY

Gen Z actively engages in discussions that contribute to their personal and professional growth, leveraging social media platforms and their adeptness with emerging technologies. They recognize the significance of education in attaining their aspirations and relentlessly strive to secure scholarships for enrollment in reputable universities, thereby asserting their self-worth. This emphasis on self-value also translates into their expectations within the workplace, where they seek acknowledgment for their contributions and equitable compensation. Consequently, they exhibit a propensity for exploring alternative job opportunities that better appreciate their efforts. Notably, this generation exhibits a natural inclination towards innovation and entrepreneurship. Hence, managers should skillfully harness and optimize their entrepreneurial potential, avoiding excessive intervention in their activities, as such intervention is generally met with disfavor.

Given the presence of Gen Z in the contemporary work milieu, it necessitates the deployment of distinctive competencies to effectively bridge this cohort with preceding generations. Employing appropriate strategies is imperative to facilitate their seamless integration within the novel work environment. Moreover, an adept compensation system should be in place to foster their organizational retention, while ensuring that the utilized technology is suitably up-to-date to accommodate their expeditious work style. It is crucial to regard Gen Z as colleagues brimming with fresh innovations (Wuryaningrat et al., 2023). Consequently, motivated by these considerations, the authors have embarked on a comprehensive literature review exploring the factors affecting employee performance among Gen Z.

Despite the extensive body of research on employee performance, a significant research gap persists in the literature regarding a comprehensive review that explores the influencing factors on employee performance, particularly in the context of Gen Z employees. While individual studies have provided insights into aspects such as motivation, job satisfaction, and performance, a holistic analysis that considers their interplay is noticeably absent. This deficiency becomes evident when attempting to comprehend the distinct dynamics and influences within the Gen Z workforce. By conducting a meticulous examination that incorporates the distinctive characteristics and needs of Gen Z employees, researchers can bridge this gap and provide valuable insights into the complex interactions among motivation, job satisfaction, and performance. Ultimately, this project aims to contribute to our understanding of these dynamics and their implications.

3. RESEARCH METHOD

This study is grounded in a meticulous analysis of scholarly articles published between 2013 and 2022, which are deemed relevant to the topic of this study. Google Scholar and Sinta served as the primary databases employed to collect academic papers. The successful procurement of 60 papers from 30 distinct scientific publications ensured a diverse range of perspectives on the subject matter. Specific advanced academic terms such as "employee motivations," "job satisfaction," "employee performance," and "Gen Z" were utilized during the selection process to identify publications aligned with the research objectives. These initial articles were then sorted further, resulting in 20 selected sample articles. Figure 1 elucidates the article selection process by visually representing the systematic procedures employed in the methodical screening and selection of journal articles.
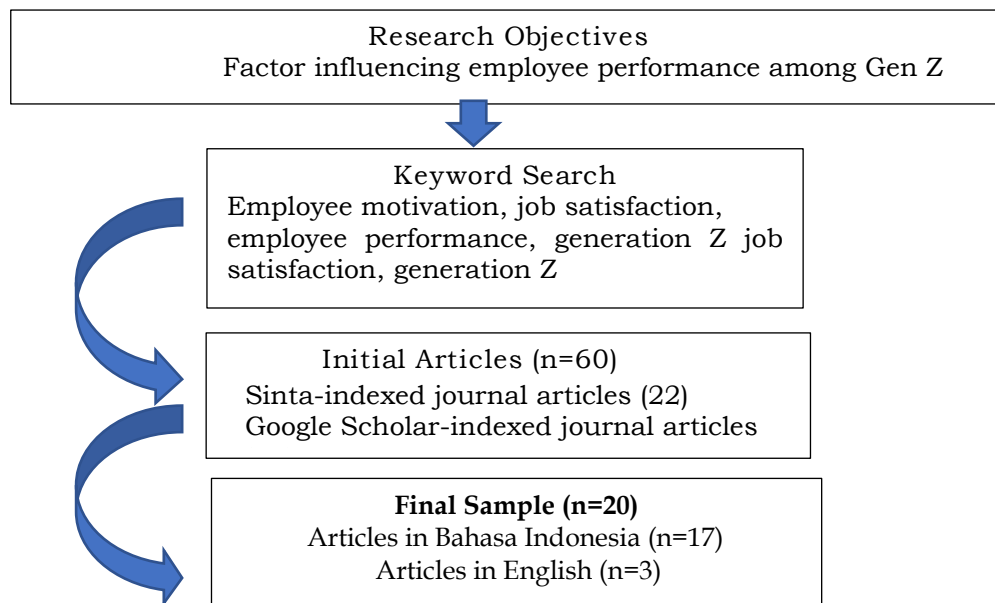
Figure 1. Stages in Article Selection

4. RESULTS AND DISCUSSIONS

Figure 2 summarizes the result of the data analysis on the factors that impact Gen Z employee performance, along with their determinants, dimensions, and consequences. The table focuses on four key factors: job satisfaction, work motivation, leadership and organizational culture. The interplay of each factor on Gen Z employee performance and its dimensions are discussed in more detail in the following section.
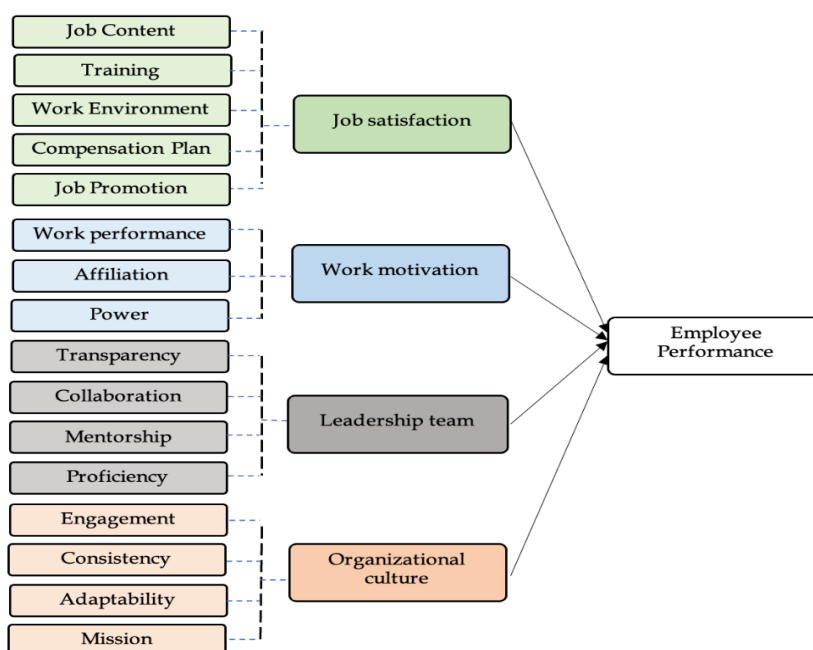

Figure 2. Contributing factors to Generation Z Employee Performance

3.1. Job Satisfaction

Robbins and Judge (2015) offer a rationale that job satisfaction constitutes a favorable state experienced by employees, which emanates from evaluative outcomes and subsequently has implications for employee performance. This phenomenon manifests when individuals harbor positive sentiments in their work environment, thereby yielding elevated levels of job satisfaction. Conversely, diminished job satisfaction may arise due to unfavorable or negative emotional experiences. Similarly, Locke (1969) posits that an individual's work assessment and experiential encounters can exert influence on the cultivation of positive emotional states.

a. Job Content

The first factor is job content, which is part of job satisfaction that is shaped by integrated work and clarity in the scope of role responsibilities. In relation to job autonomy, Belias and colleagues (2015) explain that it is the extent and limitations of employees' control and decision-making regarding work responsibilities that result in more effective conflict resolution, which has a positive effect on job satisfaction. Wheatley (2017) also argues that the wider scope of responsibility for tasks and work time has an effect on increasing job comfort and satisfaction. Doris and friends (2016) emphasize that clarity in work role responsibilities has an important relationship with job satisfaction. With the right understanding of the abilities and responsibilities of employees, employees will tend to be satisfied with their jobs. Likewise, Zaidan & Bowo (2022) explain that confidence in abilities can job satisfaction.

Gen Z employees bring unique perspectives and values to the workplace, which influence their preferences regarding job content. Gen Z employees prioritize purpose and meaning in their work. They seek job roles that align with their values and offer opportunities for personal growth and contribution to a greater cause. They desire positions that provide a sense of purpose, allowing them to make a positive impact on society and address important global issues (Ozkan & Solmaz, 2015). They also seek job opportunities that offer flexibility, such as remote work options and flexible working hours. The ability to maintain a healthy integration between their personal and professional lives is highly valued, allowing them to pursue their interests outside of work and maintain overall well-being (Waworuntu et al., 2022). Gen Z employees prioritize continuous learning and professional growth. They value job roles that provide clear career paths, opportunities for advancement, and ongoing training and development programs. They appreciate organizations that foster a learning culture and offer mentorship opportunities. Gen Z employees value workplaces that celebrate diversity and foster an inclusive work environment. They appreciate organizations that prioritize diversity, equity, and inclusion, where individuals from different backgrounds feel respected and valued. A culture that promotes collaboration, teamwork, and open communication is highly desirable.

Understanding the preferences and priorities of Gen Z employees regarding job content is vital for organizations to attract and retain this generation's talent (Wowor et al., 2022). Organizations that offer purposeful work, prioritize work-life balance, provide opportunities for continuous learning and career development, foster inclusive and diverse environments, and embrace technology are more likely to engage and satisfy Gen Z employees. By aligning job content with the unique perspectives of Gen Z employees, organizations can create a positive and fulfilling work environment that benefits both the employees and the organization as a whole.

b. Work Environment

Employee workplace satisfaction encompasses various factors that impact their experience while working, encompassing both direct and indirect, physical and non-physical aspects. As highlighted by Razig and Maulabakhsh (2015), job satisfaction is influenced by the overall work environment, including the quality of relationships with

colleagues, supervisors, and the physical workspace itself. The studies conducted by Zaidan and Bowo (2022) further emphasize the significant influence of trust among coworkers and superiors on fostering a positive atmosphere and enhancing job satisfaction among employees.

The work environment for Gen Z employees is defined by their distinct demands, expectations, and preferences. Employees of Gen Z flourish in inclusive and diverse environments that value work-life balance and flexible options. Opportunities for skill development, progress, and meaningful employment that resonates with their beliefs are important to them. Employees in Gen Z want a collaborative work environment that encourages open communication, cooperation, and mentorship. They value workplaces that are technologically advanced and give them with tools for efficiency and innovation. Organizations must build a supportive and empowering atmosphere that acknowledges their achievements, gives autonomy, and fosters a feeling of purpose and belonging in order to engage and retain Gen Z employees (Adrian and Arianto, 2022).

c.   Compentation plan

Compensation plans that are created to inspire, recruit, reward and retain workers. Management must carefully consider how to compensate their staff while maintaining their motivation to avoid overly expensive compensation packages. It is crucial to give employees the impression that management values them and is interested in their well-being. In the past, compensation schemes aimed to increase internal equity in the payroll system. Since the economic and business conditions of an enterprise change rapidly on a regular basis, there is no one-size-fits-all method to compensate the workforce. Because of this, it is imperative that all businesses pay close attention to their compensation policies. The program for determining compensation includes everything related to how much money employees receive in return (Carvalho et al., 2020). Incentives are also one of the compensations given and can be received by employees. additional incentives will influence the hard work of each employee to get it which of course is accompanied by the results and satisfaction of their work (Chandrawaty & Widodo, 2020). Some have categorized them according to how they affect each individual, while others have done so according to their distribution, purpose, and other characteristics. Two main types of incentives have been identified after in-depth analysis: incentives based on intentions and rewards based on the actual form of incentives (Ihsani & Wijayanto, 2020).

The compensation plan for Gen Z employees should be tailored to their specific tastes and incentives. They value flexibility and work-life balance since they are digital natives. While a good base wage is essential, extra incentives such as performance-based bonuses, skill development opportunities, and clear career advancement routes can boost motivation. Flexible work hours, remote work possibilities, and comprehensive health and wellness programs are also important. Employees in Gen Z value openness and want to know how their pay is calculated. Regular communication regarding remuneration and feedback opportunities can assist to create trust and ensure their demands are satisfied. A well-crafted pay plan may recruit and retain top personnel from this generation, increasing engagement and productivity.

d.   Job promotion

Job promotion serves as a significant factor in contributing to employee job satisfaction by providing opportunities for career advancement. Belias et al. (2015) assert that promotion represents a sense of fulfillment for employees, indicating that their contributions are valued. This viewpoint aligns with the perspectives put forth by Tanjeen (2013), Yanseen (2013), and Khoon (2018), who argue that job satisfaction is indeed influenced by the occurrence of job promotions. Consequently, the opportunity to receive a promotion becomes an aspiration for every employee, as it symbolizes recognition from the organization for their accomplishments over a specific period. In addition to fostering personal growth and development, promotions grant employees increased responsibilities

and elevate their social standing. Consequently, the availability of promotional prospects stimulates job satisfaction, resulting in a direct impact on work productivity (Yansen, 2013).

Job promotion is critical to Gen Z employees' professional objectives and incentives. Gen Z employees aggressively seek opportunities to progress within their firms, owing to their ambition and passion for achievement. Job promotions provide individuals with a sense of advancement, recognition, and increasing responsibility. Employees in Gen Z value clear professional routes and opportunity for advancement. They are energized by the prospect of taking on new tasks, expanding their talents, and having a larger effect. By demonstrating a commitment to their professional progress, organizations that offer organized development programs, coaching, and frequent feedback may effectively engage and retain Gen Z employees. Job promotions not only meet the ambitions of Gen Z employees, but also add to their overall job happiness and loyalty.

e.   Training

Training plays a pivotal role in enhancing employee satisfaction in the workplace. It shares similarities with job promotions, as both offer opportunities for individuals to enhance their existing skill sets. Moreover, training serves as a means for organizations to foster the development of employee capabilities, which in turn contribute as valuable assets towards achieving company objectives. Basir and Wahjono (2014) assert that providing training opportunities for employees not only enhances their competence but also strengthens their overall proficiency. Additionally, Chiang et al. (2005) posit that job training not only influences employee job satisfaction but also yields a significant impact on employee performance.

Training Gen Z employee is critical for their professional development and success. They are skilled with technology as digital natives but may require assistance in areas such as soft skills and professional decorum. Training programs should be dynamic, engaging, and technologically focused, including multimedia and gamification. Because Gen Z loves individualized learning experiences, providing personalised training modules can boost motivation and information retention. Incorporating real-world settings and allowing for hands-on practice can also be valuable. Mentoring and coaching programs can also assist bridge the generational divide by providing vital guidance and support. Training programs that are effective can enable Gen Z personnel to thrive and contribute to company progress.

3.2 Work Motivation

Work motivation is of utmost importance within organizational contexts due to its profound impact on employee performance, productivity, and overall organizational outcomes. Human resource management (HRM) encompasses the intricate process of effectively overseeing and directing the tasks and responsibilities assigned to personnel within an organization, with the ultimate objective of fostering the successful realization of the company's or institution's overall goals (Dessler, 2018). Undoubtedly, employees represent the most valuable investment asset for any corporation, as the progression and accomplishments of an enterprise are inextricably intertwined with the performance exhibited by its workforce. Acknowledging the pivotal role played by organizational or corporate incentives in shaping employee engagement, Hasibuan (2017) delineates two distinct modes of motivation, namely direct and indirect motivation. Motivation itself serves as the impetus that propels employee behavior, with its potency influenced by various factors, as elucidated by Priansa (2014). These factors encompass familial and cultural influences, self-perception, gender dynamics, the acknowledgement of achievement-driven goals, appreciation, aptitude for learning, prevailing working conditions, the work environment, dynamic components embedded within the labor domain, and the influential role executed by leaders in inspiring and galvanizing employees.

The three dimensions of job motivation among Gen Z employees that emerged from the analysis of previous relevant empirical research sources—work performance, power, and affiliation—reflect different aspects that influence their engagement and satisfaction in the workplace.

a.   Work peformance

Employees of Gen Z are typically highly driven by their personal performance and the effect they may have in their employment. They place a premium on chances for personal development, skill development, and professional progression. They want tough projects that allow them to demonstrate their expertise and make a significant contribution to the firm. Employees in Gen Z frequently want frequent feedback and acknowledgment for their accomplishments. Measurable goals inspire them, and they enjoy a sense of success in their job.

Employees of Gen Z place a high value on job performance, which stems from their desire for personal development and career success. They thrive in demanding circumstances that allow them to demonstrate their talents and make a significant difference (Waworuntu et al., 2022). Employees in Gen Z want continuous feedback and acknowledgment, and they value concrete goals and a sense of success. They are technologically savvy, making use of digital technologies to streamline their job and increase production (Mandagi & Aseng, 2021). Work-life balance, on the other hand, is critical for Gen Z, who appreciate experiences outside of work (Waworuntu et al., 2022). To tap the great job performance potential of Gen Z employees, employers must create chances for advancement, provide regular feedback, and establish a supportive atmosphere.

b.   Power

The dimension of power refers to the desire for influence, autonomy, and decision-making authority (Dessler, 2018). Gen Z employees want to have a say in their jobs and be active in decision-making. They value companies that allow them to take ownership of their projects, share their views, and contribute to the company's overall direction. Employees of Gen Z favor workplaces that give them a voice, provide leadership chances, and allow them to have a meaningful effect on the organization's performance.

The need for influence and autonomy shapes Gen Z employees' power and drive in the workplace. Gen Z desires opportunities to make a positive difference, offer ideas, and participate in decision-making. They like organizations that provide them responsibility, leadership roles, and the potential to influence the organization's direction. The opportunity to demonstrate their abilities, accomplish personal improvement, and advance their professions motivates this generation. Furthermore, teamwork, relationships, and a sense of belonging are motivators for Gen Z employees (Waworuntu et al., 2022). Organizations that understand and respond to these motives may foster an atmosphere in which Gen Z employees flourish and provide their best efforts.

c.   Affiliation

Relationships and teamwork are important to Gen Z employees at work. They are looking for a sense of belonging, cooperation, and a positive work atmosphere. They appreciate positive interactions with coworkers, managers, and mentors. Organizations that cultivate a culture of inclusion, diversity, and open communication are generally valued by Gen Z employees (Waworuntu et al., 2022). They are motivated in a workplace that promotes cooperation, collaboration, and social relationships because it makes them feel appreciated and involved.

Affiliation and relationships play an important impact in Gen Z employees job motivation and productivity. This generation desires meaningful connections and a sense of belonging in their workplace (Waworuntu et al., 2022). They thrive in collaborative and inclusive environments where they may form deep bonds with coworkers, superiors, and mentors. Employees in Gen Z value open communication, feedback, and collaborative

chances. They cherish diversity and expect their peers and superiors to treat them with equality and respect. Organizations may increase Gen Z employee engagement and loyalty by cultivating an inclusive culture and supporting good connections, leading to increased productivity and overall success.

3.3 Leadership

The leadership or management team, which is the party intended to offer a favorable and stable work environment. This might be considered as an example of how to give job evaluation and leadership assistance. If the leadership exhibits bad behavior or has a negative influence, this can affect job satisfaction, as well as the level of loyalty of Gen Z employees, as confirmed by Pratama and Elistia (2020), and also supported by research from Robins and Judge (2015) assessing that management support that can be felt gives employees confidence that their welfare is being cared for. According to Adrian and Arianto (2022), managers' responsibility in offering fair appraisals might increase work satisfaction.

The leadership team's involvement in developing Gen Z employees' success is critical. Effective leaders give direction, motivation, and support to their people in order to help them reach their maximum potential. They grasp Gen Z's distinct qualities and motivations and modify their leadership style appropriately. Leaders may develop an atmosphere that supports growth and excellence by setting clear standards, offering regular feedback, and cultivating a culture of continuous learning. Furthermore, leaders that enable Gen Z workers to take ownership, make decisions, and contribute to the success of the firm foster a feeling of purpose and engagement. The leadership team is critical in moulding the performance of Gen Z employees by establishing a pleasant and encouraging work environment that fosters their development and accomplishment.

There are various dimensions of the leadership team that are relevant and impactful from the standpoint of a Gen Z employee. First and foremost, there is transparancy and openness. Leaders that are sincere and genuine in their relationships are valued by Gen Z personnel. They value executives who are open about the organization's objectives, obstacles, and decision-making processes. They are looking for leaders that are open to feedback, own their errors, and are eager to learn and grow with their team members.

Collaboration and teamwork are the second dimensions. Leaders that build a collaborative and inclusive work atmosphere are valued by Gen Z employees. They like leaders that inspire cooperation, support different points of view, and provide opportunity for everyone to participate and be heard. Leaders that promote open communication and cross-functional teamwork are admired by Gen Z.

3.4 Organizational Culture

The relevance of company culture in molding the success of Gen Z employees cannot be overstated. Organizational culture, defined as an organization's shared values, beliefs, and practices (Dessler, 2018), is critical in establishing an atmosphere that supports productivity, engagement, and overall work satisfaction among Gen Z employees.

Gen Z employees want a good and inclusive workplace culture. They value equality, diversity, and social responsibility. A culture that supports inclusion and appreciates individual diversity fosters a sense of belonging and inspires Gen Z employees to give their all. Organizations should implement diversity and inclusion programs, as well as providing equitable opportunity. Organizational culture may have an impact on Gen Z employees' motivation and engagement. Employees of Gen Z are motivated by a sense of purpose and seek meaningful employment. A culture that promotes a defined mission, values, and ethical practices resonates with their goals and motivates them. Organizations must establish their goal, effectively convey it, and guarantee that the work done by Gen Z employees has a measurable impact. Recognizing

and celebrating accomplishments via reward and recognition programs might help them stay motivated.

Furthermore, organizational culture influences Gen Z employees' communication and cooperation behaviors. Employees in Gen Z are digital natives with advanced technological skills (Mandagi & Aseng, 2021). A culture that welcomes technology, supports open communication, and facilitates cooperation through digital platforms and tools has the potential to greatly improve their performance. Creating chances for cross-functional cooperation, mentorship, and knowledge sharing fosters a lively and learning-oriented culture that allows Gen Z employees to thrive (Wuryaningrat et al.., 2023).

3.5 Employee Performance Among Gen Z Employees

According to Robbins (2018), an additional dimension of performance encompasses human output, which can be assessed through metrics like productivity, absenteeism, as well as factors such as satisfaction, citizenship, and turnover. The terms job performance, work outcomes, and task performance are utilized interchangeably to describe individual performance. Performance signifies the attainment of organizational objectives, which may manifest in various forms, including production (both quantitative and qualitative), innovation, adaptability, reliability, and other outcomes sought by the organization. Hasibuan (2001) posits that performance emanates from the efforts exerted by an individual or group in carrying out assigned tasks based on their skills, experience, willingness, and time. In other words, performance denotes the outcomes derived from an individual's execution of assigned tasks in alignment with predetermined criteria, thereby serving as a measure of their effectiveness in fulfilling job responsibilities. The extent of success in performing job duties is indicative of an individual's performance. Three primary factors influence performance, namely individual capability (ability to work), work effort (motivation to work), and organizational support (job opportunities).

Gen Z employees are well-known for their great job performance. They have a strong work ethic, flexibility, and a strong will to succeed. Gen Z personnel thrive at managing complicated tasks and employing technology to simplify operations due to their technological savvy and ability to rapidly grasp new concepts. They are goal-oriented and strive for continuous growth and progress. Employees of Gen Z embrace feedback, both constructive and positive, since it helps them to improve their abilities and make meaningful contributions. Their collaborative personality and proclivity for collaboration enable them to generate synergy within groups. Overall, the performance of Gen Z employees is distinguished by their ambition, ingenuity, and devotion, making them excellent assets in any firm.

5. CONCLUSION

Provide a statement that what is expected, as stated in the "Introduction" chapter can ultimately result in "Results and Discussion" chapter, so there is compatibility. Moreover, it can also be added the prospect of the development of research results and application prospects of further studies into the next (based on result and discussion).

Based on the literature review found and systematically compiled from several empirical studies, it can be concluded that there are four multidimensional factors that mainly affect Gen Z employee performance. Figure 2 sumarizes these important factors with its corresponding elements. It is important to highlight that, while these dimensions may be prevalent among Gen Z employees, individual performance and motives may differ. These three factors will not inspire every Gen Z employee; personal values, experiences, and preferences may also play a role. As a result, it is critical for firms to recognize and react to their workers' individual performances in order to establish a conducive work environment that supports engagement and productivity.

As illustrated in figure 2, there are four major factors impact Gen Z employee performance. First, job satisfaction is one of a key determinants, which is impacted by dimensions such as employment opportunities, salary levels, supervision quality,

promotion prospects, and coworker relationships. Another important factor is job motivation, which is influenced by the nature of the task, the need for connection and a sense of belonging, and the need for power or autonomy.

Second, transparency in communication, cooperation and teamwork, mentorship and direction, and leadership competency all play vital roles in employee success under leadership. Furthermore, organizational culture impacts performance results because it is driven by employee engagement, consistency in behavior and decision-making, flexibility to change, and a defined objective.

When employees are satisfied with their jobs, their performance improves. Increased job motivation, on the other hand, leads to higher work performance and stronger social ties. Employee engagement, consistency in performance, adaptation to change, and alignment with the business objective are all fostered through transformational leadership. Employee engagement, consistent performance, adaptation to change, and alignment with the business objective are all promoted by a healthy organizational culture. Organizations may establish a welcoming workplace for Gen Z employees by identifying and addressing these elements. This will improve their performance, engagement, and overall job satisfaction.

This study provides a number of implications. From the practical notes, the findings of this study can assist organizations in better understanding the factors that lead to performance among Generation Z employees. By recognizing and addressing employee satisfaction and so improve performance and productivity organizations will reap the benefits in terms of high employee performance. Furthermore, understanding the influence of leadership teams on Generation Z employees' performance can guide organizations in developing effective leadership practices. This may involve providing leadership training programs that focus on empowering and motivating younger employees, as well as fostering a positive work environment. Lastly, the research highlights the importance of organizational culture in shaping employee performance. Organizations can use this information to assess their existing culture and make necessary changes to align it with the values and expectations of Generation Z employees. A positive and inclusive culture can enhance job satisfaction and motivation, ultimately improving performance.

6.   LIMITATIONS AND FUTURE WORKS

However, it is important to acknowledge the limitations of this research, which primarily focuses on general aspects and the impact on job satisfaction and performance among newly entered employees, specifically Gen Z. Nevertheless, through the literature review, it becomes evident that the role of transformational leaders is a significant factor in influencing the quality of work among Gen Z employees. Effective adaptation to the changing work landscape involving Gen Z is crucial for leaders to prevent or minimize employee turnover within the organization.

Based on the limitations mentioned, future studies can explore the impact of technology, work-life balance, career development opportunities, organizational values, or workplace flexibility on Gen Z employee performance. By focusing on these specific factors, researchers can provide more targeted insights for organizations to address the needs and preferences of Generation Z employees. Furthermore, conducting a longitudinal study would give a more comprehensive knowledge of the causal links between the identified characteristics and Gen Z employee performance. Researchers can study how changes in work satisfaction, motivation, leadership team, and organizational culture impact performance results and vice versa by following people through time.

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