

Employee Performance 2.0: Antecedents and Consequences of Gen Z Employees Performance

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Abstract

Generation Z (Gen Z) employee performance has become a major topic of focus for firms seeking to optimize their workforce and enhance overall efficiency. However, the dynamic nature of Gen Z employee performance is largely unknown, leaving a notable research gap. This study aims to address this gap by conducting a systematic literature review on the antecedents and consequences of Gen Z employee performance. A comprehensive selection and evaluations of relevant literature was conducted utilizing the Scopus and Web of Science (WOS) databases. A total of 45 research studies were carefully chosen using keywords such as "Gen Z employee," "factors influencing Gen Z employee performance," and "outcomes of Gen Z employee performance." The findings of the systematic literature review shed light on the multifaceted factors influencing Gen Z employee performance. The antecedents of Gen Z employee performance were explored, revealing crucial elements such as technological proficiency, work-life balance, inclusive work environment, career advancement as influential contributors to their performance outcomes. Additionally, the consequences of Gen Z employee performance were examined, uncovering potential impacts on individual creativity and innovation, job satisfaction, and overall business performance. Furthermore, Gen Z employee performance affects organizational outcome such as performance, culture, and employee retention. The research findings contribute to a better understanding of how Gen Z employees' unique characteristics, preferences, and behaviors shape their performance, allowing for the development of tailored approaches to improve their productivity and well-being at work.

Keywords- *Employee performance; Gen Z, employee performance outcomes, employee performance antecedents*

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INTRODUCTION

The workforce is continuously evolving in the contemporary world, and organizations face the challenge of managing a diverse array of generational cohorts. Among these cohorts, Gen Z, born roughly between the mid-1990s and early 2010s, has emerged as a significant force, reshaping the dynamics of the workplace. As Gen Z employees begin to dominate the job market, organizations are increasingly focusing on understanding and harnessing the unique characteristics, motivations, and preferences of this generation to optimize their performance and productivity.

The performance of employees has always been a central concern for organizations seeking to attain and sustain a competitive advantage. However, as Gen Z enters the workforce, organizations must adapt their management strategies to accommodate this

generation's distinct characteristics and technological fluency (Tarigan et al., 2022; Sijabat et al., 2022). As a result, there is a growing need to explore and comprehend the antecedents that drive Gen Z employee performance and the subsequent consequences on job satisfaction, organizational commitment, and overall business success (Aggarwal et al., 2022).

One notable research gap pertains to the limited empirical studies examining the specific factors that drive Gen Z employee performance. While several studies have explored the performance of previous generations, such as Millennials and Generation X (e.g., Aggarwal et al., 2022; Jayathilake et al., 2021; Rampen et al., 2023), the distinct characteristics of Gen Z demand focused investigation. Understanding the factors motivating, engaging, and challenging Gen Z employees is crucial for organizations that cultivate a high-performing workforce. Identifying and addressing these factors will enable companies to design targeted strategies that leverage the strengths of Gen Z employees and address potential barriers to their performance.

Furthermore, the consequences of Gen Z employee performance on organizational outcomes remain underresearched. Research in this area is essential for discerning the direct and indirect impacts of Gen Z employees' contributions to overall business success (Rampen et al., 2023). Exploring the relationship between Gen Z employee performance and organizational metrics like innovation, productivity, and profitability can provide invaluable insights for companies striving to enhance their competitive advantage in a rapidly evolving global market (Cho et al., 2018; Cuic et al., 2022; Wuryaningrat et al., 2023).

Additionally, the impact of workplace environments and organizational cultures on Gen Z employee performance is relatively uncharted territory. As Gen Z values work-life balance, inclusive environments, and growth opportunities, organizations must comprehend how these aspects influence engagement and productivity (Waworuntu et al., 2022). Investigating the alignment between Gen Z employees' values and their workplace experiences can assist in creating supportive, motivating, and rewarding organizational cultures that foster peak performance (Cho et al., 2018; Mandagi & Aseng, 2021).

Moreover, with the continuous evolution of technology and its impact on work, there is a dearth of research exploring the role of digitalization and automation on Gen Z employee performance. Understanding how Gen Z navigates and thrives in technologically advanced work settings is vital for organizations embracing digital transformation (Mandagi, 2023).

RESEARCH BACKGROUND AND CONTEXT

Gen Z, often called "digital natives," has grown up in a world dominated by digital technology, social media, and instant access to information. This unique environment has significantly shaped their perspectives, behaviors, and expectations in the workplace. As the first truly digital generation, Gen Z brings a fresh set of skills, values, and work preferences that differ significantly from those of previous generations.

The modern workforce increasingly values a positive work environment and opportunities for growth and development. Therefore, understanding the performance dynamics of Gen Z employees requires a comprehensive examination of factors beyond conventional productivity measures. Gen Z represents the future of the workforce. Gen Z is increasingly taking center stage in the job market as baby boomers retire and millennials continue to move into leadership roles. This generation possesses distinct attributes shaped by their upbringing in the digital era, making them highly tech-savvy, socially connected, and driven by a strong sense of purpose (Waworuntu et al., 2022; Siddik et al., 2022). Thus, unlocking the factors influencing their performance is vital to harnessing the full potential of this demographic powerhouse (Rampen et al., 2023; Poluan et al., 2022).

Despite the increasing importance of Gen Z in the workforce, there remain significant research gaps concerning the antecedents and consequences of their employee performance. Secondly, the urgency to study Gen Z employee performance dynamics arises from the pressing need for talent retention and attraction (Jayathilake et al., 2021). As organizations

compete for top talent, understanding what motivates and engages Gen Z employees is crucial to fostering a positive and fulfilling work environment (Chillakuri, 2020; Leung et al., 2021). Failure to address their specific needs and preferences may result in higher turnover rates, leading to increased recruitment costs and productivity losses (Gaan et al., 2022; Yu et al., 2022). Additionally, Gen Z employees are redefining workplace norms. They seek work-life balance, flexibility, and a meaningful connection to their employers (Waworuntu et al., 2022). Organizations can adapt their management strategies and corporate culture by exploring their performance dynamics to cater to these evolving expectations (Gaan et al., 2022; Pandita et al., 2023). Moreover, understanding the link between performance and these preferences can lead to implementing policies that boost productivity while ensuring employee well-being (Rampen et al., 2023)

Furthermore, the ongoing global shift to remote and hybrid work models, accelerated by the COVID-19 pandemic, has highlighted virtual collaboration's importance and employee engagement's importance (Jayathilake et al., 2021; Polii et al., 2023). Gen Z employees, being digital natives, are well-versed in leveraging technology for work. Investigating their performance dynamics in virtual settings is vital to optimize remote work arrangements and maintain team cohesion (Cho et al., 2018; Tarigan et al., 2022).

To address these gaps, the primary objective of this study is to conduct a systematic literature review that provides a comprehensive understanding of the factors influencing Gen Z employee performance and their potential consequences on individual and organizational outcomes.

This study holds significant implications for organizations and researchers alike. Understanding the antecedents that drive Gen Z employee performance and its consequences can help organizations tailor management strategies, recruitment efforts, and talent development initiatives to maximize their productivity and job satisfaction. Furthermore, by filling the existing research gap on this topic, this study contributes to the knowledge surrounding Gen Z employee performance, paving the way for future investigations and evidence-based practices.

METHODOLOGY

This study conducted a systematic literature review to gather insights from peer-reviewed scientific articles related to Gen Z employees and their performance. A systematic literature review is a well-established research methodology to synthesize existing knowledge on a specific topic. This approach ensures a rigorous and unbiased analysis of relevant scholarly literature, making it ideal for investigating the dynamic nature of Gen Z employee performance.

To ensure comprehensive coverage of the topic, two prominent academic databases, Scopus and Web of Science (WOS), were utilized to retrieve relevant articles. These databases host a vast collection of scholarly publications across various disciplines, making them suitable for obtaining a broad range of research perspectives on Gen Z employee performance. Figure 1 displays the stages of the research process.

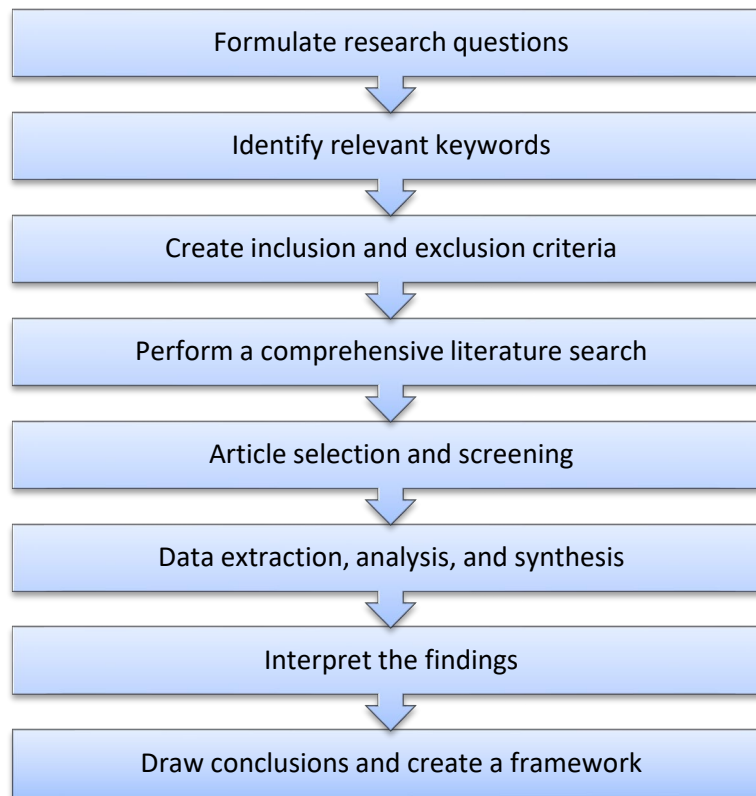


Fig. 1. Stages of the Research Process

In the first step, the researchers developed specific, focused questions that guided the entire research process. These questions addressed the study's main objectives, such as understanding the performance dynamics of Gen Z employees. Examples of research questions included: What were the critical antecedents of Gen Z employee performance? How did the consequences of Gen Z employee performance impact organizational outcomes?

To perform a comprehensive literature search, researchers identified relevant keywords related to the research topic. The search used carefully selected keywords to capture studies exploring Gen Z employee performance, its antecedents, and its consequences. Keywords such as "Gen Z employee," "employee performance," and "antecedents and consequences of Gen Z employee performance" were employed to refine the search and target relevant literature. These keywords were used to conduct searches in databases and academic platforms to find relevant articles.

Inclusion and exclusion criteria were established to ensure that the articles selected for the study aligned with the research questions and objectives. Inclusion criteria involved specific publication years, academic sources, and relevance to Gen Z employee performance. Exclusion criteria, however, involved non-peer-reviewed sources, articles in languages other than English, and studies focusing on other generational groups.

Subsequently, researchers conducted systematic searches using the two leading academic databases (i.e., Scopus and Web of Science). They applied the identified keywords and inclusion/exclusion criteria to narrow down the search results and retrieved 62 relevant scholarly articles related to Gen Z employee performance dynamics. After performing the literature search, researchers evaluated the retrieved articles to determine their relevance to the research questions. The process was done by examining the titles, abstracts, and full texts to identify articles that met the inclusion criteria. Seventeen articles that did not meet the criteria were excluded from the study leaving 42 articles as the final sample. Figure 2 summarizes the flow diagram for the article selection and screening. While the list of journal sources and the number of articles in each journal is listed in Table 1.

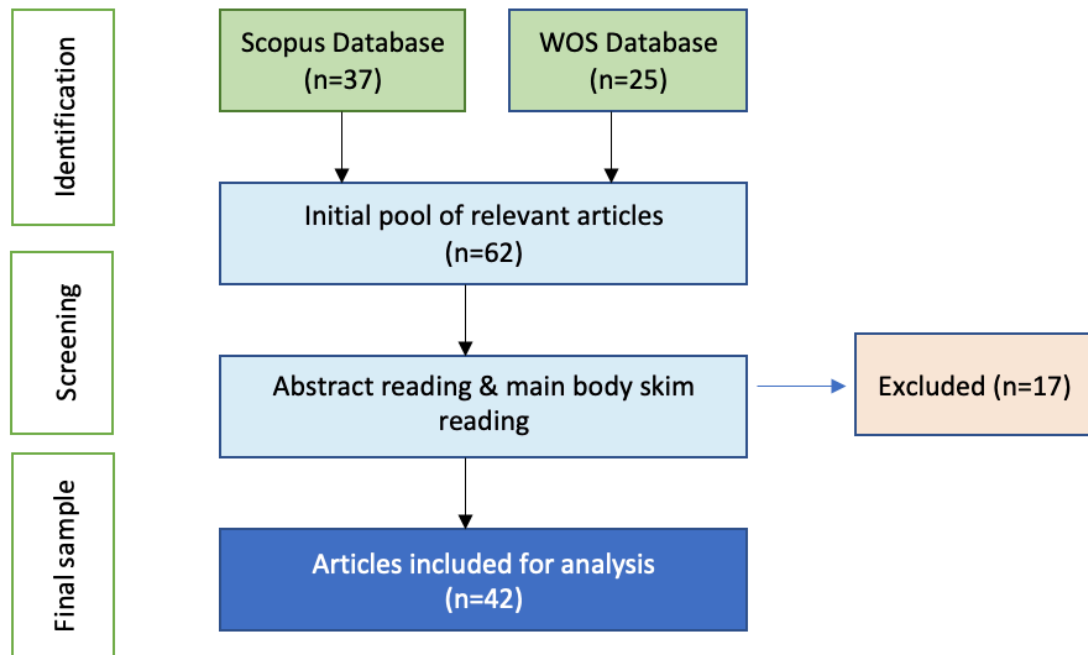


Fig. 2. The flow diagram for the article selection and screening.
Source: modified from Mengist et al. (2020)

Table 1. Articles and Journal Sources

Journal	# article
International Journal of Human Resource Management	5
Journal of Human Resources	5
Asia Pacific Journal of Human Resources	5
Annual Review of Organizational Psychology & Organizational Behavior	3
Information and Organization	3
Human Resource Management	3
Journal of Management and Organization	3
Human Resource Management Review	3
Human Resource Development Review	2
Organizational Behavior and Human Decision Processes	2
Human Resource Development Quarterly	2
Academy of Management Annals	2
Organization and Environment	2
Benchmarking: An International Journal	1
Sustainability	1
Journal of Hospitality and Tourism Management	1
Human Resource Development International	1
Communication Research and Practice	1

Once the relevant articles were selected, researchers extracted pertinent data and information from each article. This data included key findings, methodologies, sample sizes, and other relevant details. The extracted data were analyzed to identify the studies' patterns,

themes, and commonalities. Researchers synthesized the data to provide a comprehensive overview of the research area. In this step, researchers interpreted the results and findings from the data analysis. They assessed the relationships between antecedents, consequences, and performance dynamics of Gen Z employees and explored potential implications for organizations and management practices.

Based on the interpretation of the findings, researchers concluded the factors influencing Gen Z employee performance and their implications for organizational performance. They also developed a theoretical framework or model highlighting the key drivers and outcomes of Gen Z employee performance.

RESULTS AND DISCUSSIONS

4.1 Antecedents of Gen Z Employee Performance

The antecedents of Gen Z employee performance were explored, revealing crucial elements such as technological proficiency, work-life balance, inclusive work environment, career advancement and purpose-driven work as influential contributors to their performance (Figure 3). A detailed discussion of these factors is presented in the following sections.

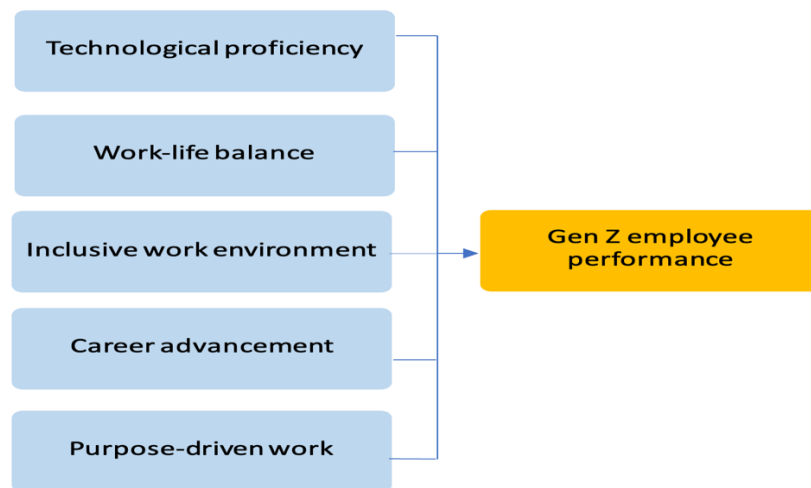


Fig. 3. Antecedents of Gen Z Employee Performance

Technological proficiency

Technological proficiency recreates a vital role as an antecedent of Gen Z employee performance. The ingrained familiarity and comfort with digital technologies empower this generation to excel in the modern workplace. Gen Z, born and raised in the era of rapid technological advancements, has developed an inherent familiarity with digital tools and platforms, making technological proficiency a defining characteristic of this generation (Sijabat et al., 2022; Waworuntu et al., 2022). Understanding how this proficiency influences their performance is crucial for organizations seeking to harness the full potential of their Gen Z workforce (Aggarwal et al., 2022). By recognizing and nurturing their technological capabilities, organizations can unlock the full potential of Gen Z employees and create a workforce that thrives in today's digital age. Embracing and capitalizing on technological proficiency will undoubtedly be a strategic advantage for organizations aiming to succeed in an increasingly technology-driven business landscape (Kainde & Mandagi, 2023; Warbung et al., 2023).

One of the primary ways technological proficiency impacts Gen Z employee performance is through enhanced productivity. Gen Z employees possess an innate ability to leverage digital technologies efficiently, allowing them to complete tasks faster and more

accurately. Their adeptness with communication tools, project management software, and data analysis platforms enables seamless collaboration and information-sharing among team members, ultimately leading to improved outcomes and project success (Cuic et al., 2022; Chillakuri 2020; Leung et al., 2021).

Moreover, technological proficiency directly influences Gen Z's adaptability and ability to embrace innovation. In a rapidly evolving digital landscape, these employees readily embrace new technologies and are quick to adopt emerging trends and tools. This adaptability not only enhances their individual performance but also contributes to the organization's overall innovation and competitiveness (Wuryaningrat et al., 2023). Moreover, technological proficiency directly influences Gen Z's adaptability and ability to embrace innovation. In a rapidly evolving digital landscape, these employees readily embrace new technologies and quickly adopt emerging trends and tools. This adaptability enhances their individual performance and contributes to the organization's overall innovation and competitiveness.

Furthermore, technological proficiency empowers Gen Z employees to explore remote work opportunities. Having grown up in a connected world, they are comfortable working from various locations and are well-equipped to handle virtual collaboration (Waworuntu et al., 2022). This flexibility allows organizations to tap into global talent pools and build diverse teams, promoting creativity and efficiency. Technological proficiency also positively impacts Gen Z employee learning and development. With access to vast online resources and e-learning platforms, these employees can continuously upskill and stay updated on industry trends (Cuic et al., 2022). Organizations that prioritize learning and development opportunities foster a culture of growth, motivating Gen Z employees to perform at their best and contribute to their long-term career success (Pandita et al., 2023).

Organizations must invest in digital infrastructure and provide ongoing technology training to leverage technological proficiency as an antecedent of Gen Z employee performance. Additionally, promoting a culture of open innovation and embracing the latest digital tools and practices can enhance Gen Z employees' engagement and motivation, ultimately driving their performance to new heights.

Work-life balance

Work-life balance stands as a critical antecedent influencing Gen Z employee performance. Recognizing the importance of work-life balance and implementing strategies to support it can significantly impact this generation's engagement, satisfaction, and productivity in the workplace (Waworuntu et al., 2022; Rampen et al., 2023). By fostering a work environment that values and prioritizes employee well-being, organizations can unlock the full potential of Gen Z employees and position themselves for sustainable success in today's competitive business landscape.

Born in the digital era, Gen Z employees appreciate a healthy balance between their personal and professional lives more than any previous generation. As organizations increasingly acknowledge the significance of employee well-being and its impact on productivity, understanding the role of work-life balance as a determinant of Gen Z employee performance has become a vital area of research and practice (Waworuntu et al., 2022).

Gen Z employees view work-life balance as critical to their job satisfaction and happiness. They prioritize flexible work setups that allow them to preserve a fulfilling personal life while excelling in their professional responsibilities. Companies that offer remote work options, flexible hours, and family-friendly policies tend to attract and retain Gen Z talent, fostering a positive work environment that enhances performance.

Gen Z employees experience reduced stress and burnout levels when work-life balance is achieved. This, in turn, positively impacts their cognitive abilities, creativity, and problem-solving skills, leading to improved performance outcomes. Employees who feel supported in managing their commitments alongside work-related tasks are more likely to demonstrate higher levels of engagement and commitment to their organizations (Aggarwal et al., 2022).

In contrast, organizations that ignore the importance of work-life balance may witness a decline in Gen Z employee performance. Overworked and stressed employees are inclined to decreased productivity, decreased job satisfaction, and a higher likelihood of turnover. Failure to address work-life balance concerns can also result in an unfavorable employer reputation among Gen Z job seekers, hindering talent acquisition efforts.

Organizations must prioritize work-life balance through tailored initiatives and policies to enhance Gen Z employee performance. This may include offering flexible work hours, promoting remote work opportunities, and encouraging a culture that supports employee well-being (Waworuntu et al., 2022). Regular feedback and communication channels that allow employees to express their needs and concerns related to work-life balance are also essential in creating a thriving and productive employee.

Inclusive work environment

In today's diverse and dynamic workforce, cultivating an inclusive work environment has become pivotal to driving Gen Z employee performance. Gen Z, born between the mid-1990s and early 2010s, is known for its strong emphasis on diversity, equity, and inclusion. Creating an environment where all employees feel valued, respected, and empowered has become essential to unlocking the full potential of this generation.

An inclusive work environment is distinguished by an organizational culture that celebrates individual differences and promotes a sense of belonging among employees (Pandita et al., 2023; Poluan et al., 2022). Gen Z employees flourish in workplaces that embrace diversity in terms of race, gender, ethnicity, sexual orientation, and more. Such an atmosphere encourages them to bring their genuine selves to work, fostering creativity, innovation, and collaboration.

Moreover, an inclusive workplace recognizes and appreciates different viewpoints, promoting Gen Z employees to feel heard and understood. This not only enhances their engagement but also empowers them to contribute ideas and solutions willingly, leading to enhanced team dynamics and decision-making processes.

Transparency and sincere communication are also essential components of an inclusive work environment. Gen Z employees appreciate openness and integrity from their employers, and a culture of open communication promotes trust and mutual respect. This conditions allows them to voice their concerns, seek feedback, and actively participate in the organization's growth and development.

Organizations prioritizing inclusivity are more likely to attract and retain top Gen Z talent. As this generation seeks meaningful work experiences and aligns with companies whose values mirror their own, an inclusive culture becomes a compelling factor in their decision to join and stay with an organization.

Inclusive work environments go beyond diversity training and policies; they require genuine commitment and ongoing efforts from leadership (Aggarwal et al., 2022). Organizations must actively promote diversity in leadership positions and offer equitable career growth and development opportunities. Providing mentorship programs and employee resource groups can further support Gen Z employees' career progression and sense of belonging.

In conclusion, an inclusive work atmosphere is a key predictor of Gen Z employee performance. Organizations can unlock the full potential of their Gen Z workforce by developing a culture that values diversity, supports belonging, and encourages open communication. Organizations that embrace inclusion will be better positioned to recruit, engage, and empower Generation Z employees, promoting overall productivity and success in the ever-changing business landscape.

Career advancement

Advancement in their careers is a significant antecedent impacting the performance of Generation Z employees in today's dynamic and competitive employment market. As the workforce's youngest generation, Gen Z employees are eager to make a meaningful difference and develop their careers quickly. Understanding how career development affects their performance is critical for firms looking to recruit, engage, and retain this exceptional group.

One of the most important ways career developments affects Gen Z employee performance is as a significant incentive. Employees of Generation Z are noted for their drive and eagerness to attain their professional goals quickly. When firms offer clear and visible career pathways with possibilities for growth and development, Gen Z employees are inspired and dedicated to giving their all. The prospect of development motivates people to perform well in their current positions, resulting in enhanced work performance and higher production.

Furthermore, career advancement motivates Gen Z individuals to improve their skills and expertise continually (Tarigan et al., 2022). They understand how to use technology for study and personal growth since they are digital natives. Gen Z employees feel appreciated when firms engage in upskilling and training initiatives. They are more inclined to adopt a development attitude, seek out novel ideas, and strive for excellence in their job.

Furthermore, opportunities for advancement generate a sense of loyalty and long-term commitment among Gen Z employees. They value organizations that recognize and reward excellence and give a clear route for advancement. Organizations may lower turnover rates and retain top Gen Z talent by cultivating a favorable employer-employee connection, assuring team stability and continuity (Gaan & Shin, 2022).

In addition, job progression is linked to Gen Z employees' desire for meaningful employment. They seek positions that correspond with their ideals and provide possibilities to affect society effectively. Organizations that provide purpose-driven career pathways are more likely to attract and engage Generation Z employees, resulting in better job satisfaction and, as a result, increased performance.

Purpose-driven work

As a predictor of Gen Z employee performance, purpose-driven work has emerged as a critical component defining this generation's productivity and engagement in the modern workplace (Tarigan et al., 2022). Gen Z, the digital generation, seeks more than simply a job; they seek meaning and purpose in their employment. Understanding and utilizing purpose-driven work as a motivator for Generation Z employees may greatly influence their performance dynamics.

It is critical for Gen Z employees to align their values with the goal of the firm. They want to contribute to a larger cause, benefit society, and believe that their job is important. Organizations with a clear and compelling mission can attract and retain elite Gen Z talent better. Purpose-driven work cultivates a strong feeling of commitment and passion in employees by tapping into their innate drives, eventually fuelling greater performance levels (Aggarwal et al., 2022).

Furthermore, purpose-driven employment increases Gen Z employees' feeling of identity and belonging. They want jobs where they can be themselves, improving their general well-being and happiness. Individuals are more willing to spend their time and energy when they feel valued for who they are and what they offer.

Furthermore, purpose-driven work serves as a compass for Gen Z employees, particularly during transition and uncertainty. Organizations that prioritize and successfully convey their mission provide Gen Z employees with a feeling of direction and security. This leads to increased levels of attention, flexibility, and resilience, all of which contribute to improved performance dynamics.

Organizations must integrate it into their culture and daily operations to capitalize on the promise of purpose-driven work as a predictor of Gen Z employee success. Communicate

the organization's goals and principles clearly, and demonstrate how each individual's actions directly contribute to the larger goal. Provide chances for workers to participate in activities and projects that match their interests and beliefs.

Purpose-driven work is a strong predictor of Gen Z employee success. Organizations that understand and value purpose are better positioned to recruit, engage, and empower this generation of workers. Purpose-driven work can unleash the full potential of Gen Z employees by tapping into their inherent motivations, building a feeling of belonging, and offering a guiding compass, resulting in a more productive, devoted, and fulfilled workforce (Cho et al., 2018; Tarigan et al., 2022). Understanding and supporting purpose-driven work as a driver for Gen Z employee performance becomes vital for firms seeking long-term success in the current business landscape as the workforce evolves.

4.2 Consequences of Gen Z Employee Performance

For individual outcomes, there are three parts: creativity and innovation, job satisfaction, and development and growth. Organizational outcomes consist of organizational culture, employee retention, and performance. Figure 4 displays the two outcome groups of Gen Z employee performance outcomes and their elements.

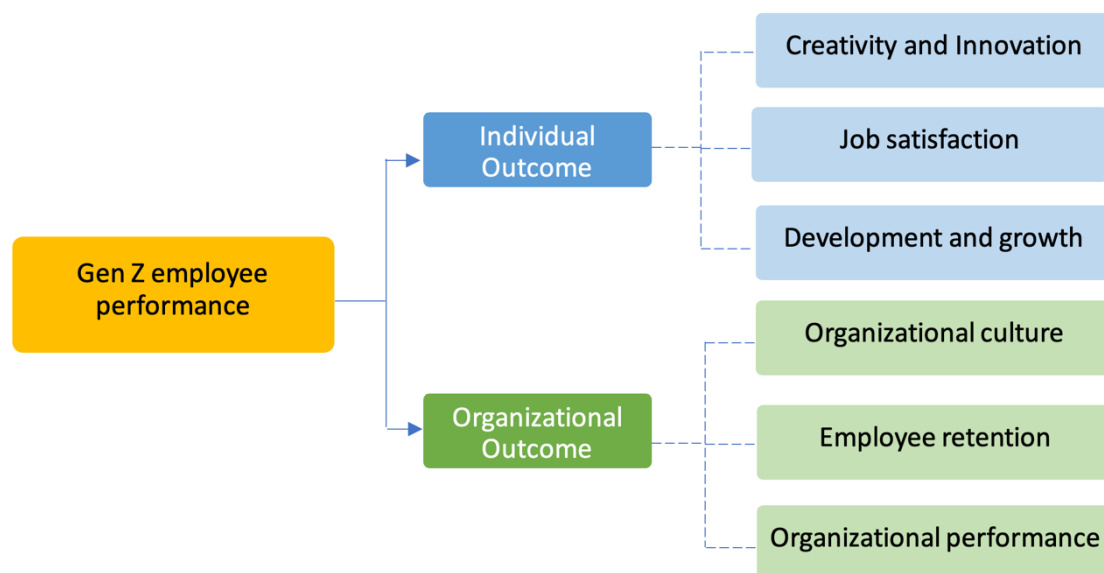


Fig. 4. Gen Z Employee Performance Outcomes

4.2.1 Individual outcome

Creativity and innovation

The presence of Gen Z in the workplace has had a significant impact on creativity and innovation. This generation values differences and multiple viewpoints, fostering an inclusive work atmosphere where diverse ideas and experiences meet, creating creative solutions and new approaches to difficulties. Furthermore, having grown up in the digital age, Generation Z is naturally tech-savvy and adaptive to new technologies, seamlessly harnessing cutting-edge tools and software to simplify processes, automate jobs, and boost productivity, resulting in enhanced efficiency and effectiveness in the workplace (Tarigan et al., 2022).

Generation Z aspire to create their enterprises or pursue self-employment options, and they are known for their entrepreneurial spirit. This attitude extends beyond traditional boundaries, enabling employees to take ownership of their projects, think like entrepreneurs, and explore creative means to deliver outcomes, building a culture of creativity and risk-taking that drives organizational innovation (Cho et al., 2018). Furthermore, Gen Z has a thirst for knowledge and continuous learning, eagerly upskilling and engaging in professional development, bringing new ideas and insights to the table, encouraging their peers to be

receptive to new concepts and perspectives, and fostering a dynamic learning culture that sparks creativity and a constant flow of innovative solutions (Pandita et al., 2023).

Furthermore, Gen Z's collaborative nature motivates them to work in teams, prioritizing group successes over individual plaudits, and promoting cross-pollination of ideas, often leading to innovative inventions. This promotes an open-minded and idea-sharing culture by creating a friendly atmosphere in which creativity may grow without fear of criticism or rejection. Furthermore, Gen Z values work-life integration, blurring the borders between professional and personal experiences, allowing individuals to draw inspiration from various sources and enhancing their creative process.

With their distinct characteristics, Gen Z employees are redefining the modern workplace, with notable effects including creativity and innovation. Gen Z employees generate creativity and innovation by embracing diversity, harnessing technology, having an entrepreneurial mentality, emphasizing learning, promoting collaboration, and merging work and life (Pandita et al., 2023). Companies that understand and capitalize on Gen Z's potential will gain a competitive edge, paving the way for a more innovative, imaginative, and profitable future. As Generation Z continues to make its imprint on the workforce, it is clear that their performance will serve as fuel for creativity and innovation in workplaces throughout the world.

Job satisfaction

Gen Z employees are characterized by their tech-savviness and digital native status, bringing unique attributes and characteristics to the workplace. These traits can significantly influence their job performance and determine how they engage with their tasks, colleagues, and the organization as a whole. Job satisfaction, as an integral factor in determining employees' positive emotional state resulting from the appraisal of their job and work-related experiences, plays a crucial role in the performance of Gen Z employees. Several factors contribute to job satisfaction, including the work environment, compensation, job autonomy, opportunities for growth, and work-life balance. When Gen Z employees are satisfied with these aspects, it has a profound impact on their overall performance and organizational commitment (Aggarwal et al., 2022).

The analysis reveals that the positive relationship between job satisfaction and Gen Z employee performance. Firstly, satisfied Gen Z employees tend to exhibit enhanced productivity, as they are more focused, motivated, and committed to their tasks, leading to higher efficiency and output (Aggarwal et al., 2022; Tarigan et al., 2022). Additionally, job satisfaction is inversely related to turnover intentions among Gen Z employees. When they are content with their job, they are more likely to stay with the organization, reducing turnover rates and the associated costs of recruitment and training new employees (Gaan & Shin, 2022).

Furthermore, job satisfaction fosters higher levels of employee engagement among Gen Z workers. Satisfied employees from this generation tend to be more proactive, take initiatives, and actively participate in achieving organizational goals, leading to increased performance and success. Additionally, job satisfaction plays a role in stimulating creativity and innovation within the organization. When Gen Z employees are satisfied with their jobs, they feel psychologically safe and empowered to express their ideas, which enhances creativity and innovative problem-solving.

Another consequence of job satisfaction among Gen Z employees is the positive impact on organizational citizenship behavior (OCB). Satisfied employees are more likely to engage in OCB, going beyond their job requirements to help colleagues, support the organization's reputation, and contribute to a positive work atmosphere. Additionally, job satisfaction influences the quality of customer service provided by Gen Z employees (Yu et al., 2022). When they are satisfied with their jobs, their positive attitude towards work translates into better customer service, ultimately benefiting the organization's reputation and customer retention. Various factors influence job satisfaction among Gen Z employees. Firstly, work-life

balance is highly valued by this generation, and organizations that provide flexible work arrangements tend to experience higher job satisfaction levels among Gen Z employees (Waworuntu et al., 2022). Secondly, Gen Z employees prioritize professional development opportunities. Organizations that invest in their employees' growth through training and career advancement opportunities foster greater job satisfaction and loyalty. Moreover, an inclusive work environment plays a crucial role in determining job satisfaction among Gen Z employees. They appreciate diversity and equal opportunities, and organizations that promote inclusivity tend to have more satisfied employees from this generation. Lastly, regular feedback and recognition for their contributions enhance job satisfaction among Gen Z employees, as it validates their efforts and motivates them to excel in their roles.

Personal development and growth

Personal development and growth are two essential components that significantly influence the performance of Gen Z employees. Personal development refers to people's purposeful and ongoing attempts to improve their skills, knowledge, attitudes, and capacities in order to attain personal and professional goals (Cho et al., 2018). Personal development efforts like training programs, workshops, and mentorship provide Gen Z workers with better skills and competencies. As a result, they are more adept and adaptive in dealing with complicated issues that may occur in their professions.

Personal development generates a sense of accomplishment and fulfillment among Gen Z employees, which leads to higher job satisfaction. Their desire and devotion to their jobs grow as individuals discover purpose and meaning in their work, resulting in improved performance. One distinguishing feature of Generation Z is their desire for change and innovation. Participating in personal development activities promotes the development of adaptation abilities, allowing employees to flourish in ever-changing work contexts. As a result, they are more resilient and successful in the face of adversity.

Investing in personal development instills in Gen Z employees a lifelong learning perspective. This implies they actively seek possibilities for advancement not only in their present jobs but also in other areas of their lives. They contribute to their personal and professional growth by constantly increasing their knowledge and competence, resulting in a more knowledgeable and resourceful staff.

Similarly, opportunities for advancement substantially impact Gen Z employee performance. Organizations that offer clear career pathways and opportunities for progression are more likely to see increased performance from their Gen Z workforce. The prospect of advancing in their careers is a tremendous incentive, motivating individuals to put in more effort and devotion to their job. Furthermore, providing possibilities for advancement, such as promotions, leadership roles, and skill development, leads to higher employee engagement (Cuic et al., 2022). Gen Z employees become more involved in their job when they see a clear route for advancement inside the firm. Consequently, they are more committed and productive, which benefits both themselves and the business (Aggarwal et al., 2022).

4.2.2 Organizational outcome

Organizational culture

Gen Z employees have a profound impact on organizational culture, emphasizing diversity and inclusion, technical competency, and flexibility. Gen Z contributes favorably to modern organizations' overall dynamics and performance by encouraging inclusive practices, fostering innovation, and embracing flexibility. Organizations, on the other hand, must overcome the hurdles given by this generation's distinct work preferences in order to foster a coherent and healthy work environment that attracts and keeps top Gen Z talent.

One of the most important contributions of Generation Z employees to business culture is their emphasis on diversity and inclusiveness. They are more aware of global concerns because they have grown up in a technologically linked society and are devoted to promoting

equality and respect in the workplace. The desire for diversity among Generation Z generates a more inclusive atmosphere by encouraging people of all backgrounds to present their real selves to work. This fosters innovation, empathy, and open-mindedness, eventually strengthening the company culture as a whole.

Furthermore, Gen Z employees' technological savvy and flexibility drive organizations' innovation and development. They can easily navigate digital tools and communication channels because they are conversant with cutting-edge technology and social media platforms. As a result, they use current techniques that boost workplace productivity, cooperation, and efficiency (Tarigan et al., 2022). Their preference for flexible work arrangements and remote working choices encourages firms to embrace agile and adaptive ways, changing traditional work cultures.

However, integrating Gen Z into the workforce can also challenge organizational culture. This generation values work-life balance, personal growth, and continuous learning. If not addressed properly, these expectations can lead to potential conflicts with organizational hierarchical structures and norms. Companies need to be receptive to these demands and provide opportunities for skill development, growth, and work-life integration to retain their Gen Z employees and maintain a harmonious organizational culture (Cuic et al., 2022).

Employee retention

The performance of Generation Z employees heavily influences employee retention (Jayathilake et al., 2021). Companies that connect their values with those of this generation, provide chances for growth and learning, encourage work-life balance, and build an inclusive work culture will be better positioned to retain and use the potential of their Gen Z workforce. Understanding and reacting to Gen Z employees' particular demands and preferences is critical for firms seeking to prosper in the contemporary workplace's shifting terrain.

Gen Z employees place a premium on meaningful work and a feeling of purpose. They seek changes that match their ideals and are motivated by a desire to make a constructive contribution to society. Employers demonstrating a clear link between their employees' tasks and the organization's mission are more likely to retain Gen Z personnel. Companies that encourage social responsibility, sustainability, and inclusion especially appeal to this generation.

Furthermore, Gen Z employees thrive in a workplace encouraging ongoing learning and development. They are technologically aware and adaptable, looking for opportunities to learn new skills and obtain new experiences. Employers who invest in training and development programs and offer progression chances are more likely to retain Gen Z employees who are motivated and dedicated.

Additionally, Gen Z employees must strike a work-life balance. This generation values flexibility and liberty, preferring a balance of personal and work life. Companies that provide remote work opportunities, flexible scheduling, and a good work-life balance are more likely to retain Gen Z employees.

Finally, keeping Gen Z employees requires a good and inclusive work culture. They appreciate diversity, equity, and inclusion and are drawn to companies that promote these values. A company culture that promotes open communication, collaboration, and diversity will foster a sense of belonging and loyalty among Gen Z employees.

Organizational performance

The influence of Generation Z employee performance on organizational success is significant and multifaceted. Individuals from Generation Z offer a distinct set of talents, attitudes, and views in the workplace (Cho et al., 2018). Their technological skill, agility, and desire for work-life balance have changed traditional workplace interactions. One of the most visible effects is their ability to use digital technologies and social media to improve

enterprises' communication, collaboration, and problem-solving (Leung et al., 2021). Furthermore, their new approach to creativity and innovation frequently leads to creating of unique solutions, which drives organizational performance even further.

The achievement of Generation Z employees is intimately related to their choice of a flexible and inclusive work environment. They cherish varied and welcoming cultures that allow them to express their thoughts and beliefs openly, generating a sense of belonging. This openness fosters a healthy workplace culture, which boosts employee morale, engagement, and overall productivity (Tarigan et al., 2022). Organizations that embrace these principles frequently have lower turnover rates (Gaan & Shin, 2022). Gen Z employees are more willing to stay with employers that share their values and provide opportunities for professional growth and skill development (Cuic et al., 2022). As a result, firms that prioritize fostering a welcoming and helpful environment experience an increase in overall performance.

Furthermore, the Gen Z workforce has played a critical role in motivating organizations to place a greater emphasis on social and environmental responsibility. This generation is more conscious of global climate change, social justice, and sustainability concerns. As a result, people seek employers that share their beliefs and actively participate in activities promoting good change. Organizations that embrace these ideals and implement socially responsible practices recruit top Gen Z talent and get increasing support from customers who respect and support these ethical initiatives. As a result, such firms benefit from better brand recognition, customer loyalty, and financial success (Siddik et al., 2022; Kainde & Mandagi., 2023; Sijabat et al., 2022; Mandagi, 2023)

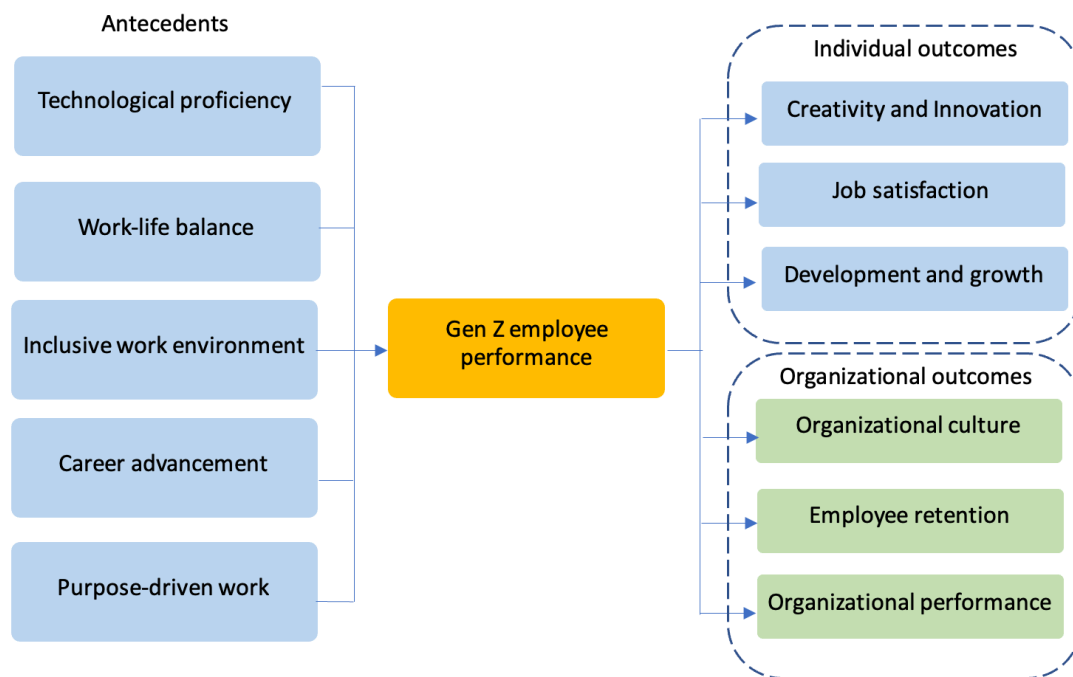


Fig. 5. Antecedents and Consequences of Gen Z Employee Performance

CONCLUSIONS

The purpose of this research is to investigate the causes and implications of Gen Z employee performance. The study's findings shed light on the important antecedents and implications of Gen Z employee performance, highlighting the major factors that impact their overall performance outcomes. Technological competency surfaced as an important component, demonstrating Generation Z's ability to use digital tools and social media platforms to improve communication, cooperation, and problem-solving within enterprises. This skill sets them apart as valued assets in today's tech-driven workplace.

Furthermore, the study emphasized the significance of work-life balance for Gen Z employee. Employee happiness and engagement are better in organizations that focus and promote this component, leading to enhanced overall performance. In addition, inclusive work cultures were highlighted as important factors to Gen Z employee success. When these employees have a sense of belonging and are free to voice their thoughts and opinions, a healthy workplace culture develops, which eventually promotes organizational outcomes.

Furthermore, the analysis indicated that individual creativity and innovation is an crucial outcome of Gen Z employee. Organizations stand to profit from unique ideas and solutions that can drive innovation and enhance business processes, given Gen Z's fresh approach to problem-solving and their desire for professional growth.

The study also looked at the effects of Gen Z employee performance on overall organizational outcomes. It was clear that high-performing Generation Z personnel had a beneficial impact on organizational performance, contributing to increased productivity and effectiveness. Furthermore, their preference for firms that are socially responsible and inclusive has an influence on the entire culture and brand reputation, recruiting both top talent and consumer loyalty.

IMPLICATIONS AND LIMITATIONS

The results of this study have substantial significance for companies and personnel management. Recognizing the major antecedents of Gen Z employee success, such as technical proficiency and work-life balance, helps lead HR policies and training programs to encourage these abilities and attitudes. Second, identifying the repercussions of Gen Z employee performance, such as individual creativity and organizational results, may drive performance evaluation systems and promote innovation. Finally, recognizing the influence of Gen Z employees on corporate culture and retention underscores the need for inclusive and socially responsible strategies in attracting and retaining this important talent pool (Jayathilake et al., 2021). These implications give a road map for firms to optimize Gen Z employee performance and achieve long-term success.

While this study reveals valuable insights into the antecedents and consequences of Gen Z employee performance, several limitations should be noted. Firstly, the study concentrated on limited antecedents, such as technical proficiency and work-life balance, leaving gaps in comprehending the implications of Gen Z employee performance on numerous organizational elements. Furthermore, literature reviews may be subject to publication bias since research with favorable or substantial findings is more likely to be published, possibly skewing the general understanding of the issue. Furthermore, the absence of uniform and defined terminology for Gen Z employee performance, antecedents, and repercussions across research may impede the synthesis of findings in evaluating literature.

Future studies might take a longitudinal approach to analyze the long-term influence of Gen Z employee performance on organizational results, building on the current study. Furthermore, studying the interactions between Generation Z employees and other generational cohorts might give useful insights into workforce dynamics and collaboration. Furthermore, investigating the influence of organizational policies and practices in molding Gen Z employee performance and happiness may yield practical suggestions for employers. Furthermore, comparative research across sectors and cultures might contribute to a better understanding of how varied circumstances affect Gen Z employees' performance and organizational outcomes. Finally, combining objective performance measurements with self-report measures would offer a complete picture of Gen Z employee contributions.

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