The Relationship Between Motivation and Job Satisfaction in Gen Z

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Abstract
Generation Z started to enter the workplace as they are on their prime era. As generation who raised in the glamor of technology and liberalism, Generation Z have a different perspective about life, including work-related stuff. This study aims to investigate Generation Z's distinct working preferences while examining the complex relationship between motivation and job satisfaction. By reviewing several academics paper, it's conclude that opportunities for personal growth and meaningful work are two examples of intrinsic motivation that are crucial for promoting job satisfaction in Gen Z. These intrinsic motivations are further influenced by extrinsic factors such as job stability, managerial support, and financial incentives, which together provide a balanced framework. Future studies should put some attention into generational preferences across different industries and the long-term impacts of global disruptions like the COVID-19 pandemic. Organizations are recommended to customize incentive techniques to include flexibility, acknowledgment, and equitable treatment. These observations offer a strong basis for raising Gen Z's level of job satisfaction and organizational engagement.
Keywords: Motivation, Job Satisfaction, Generation Z, Intrinsic Motivation, Extrinsic Motivation, Human Resource Management, Organizational Behavior, Workplace Preferences, Self-Determination Theory, Herzberg's Two-Factor Theory

INTRODUCTION

Organizational behavior (OB) is a field where they study how people, groups, and organizational structure interact and how their relationship affect work performance. Organization behavior examines the psychological and sociological aspects of interactions in the workplace, including motivation, leadership, group dynamics, and communication. Organizational behavior also includes examining how employees interact with their workplace. This includes how employee behavior is influenced by job positions, organization culture, and values. It's important in today's workplaces especially when businesses are working harder to establish productive workplaces that match employee's goals. Adapting management methods to the demands of various generational cohorts, especially Generation Z (Gen Z), requires a special attention on staff alignment. Human Resource Management (HRM) and organizational behavior are related fields. HRM uses OB results to develop strategies and regulations that support sustained organizational performance. With a good understanding of organizational behavior, human resource can create work environments that boost employee satisfaction and performance, better understand employee requirements, and create motivational methods. Performance reviews, career development, training, and recruiting are all included in human resource management. HR managers can utilize OB to develop plans that will not only boost worker productivity but also make sure workers are motivated and feel appreciated in their positions. The distinct demands and traits of Generation Z necessitate more adaptable and agile HRM procedures in order to successfully attract and retain this new talent.

The topics of job satisfaction and work motivation have become a significant aspect for both global and national organizations. According to recent studies, Gen Z, who are just starting their careers, differs from other generations in their motivational traits and preferred jobs.

According to Goh & Lee, (2018), this generation is more likely to prioritize work-life balance, meaningful work, and professional progression than they are to value more traditional incentives like financial awards. en Z employees are less content with their professions, according to surveys done in Indonesia. This is because their expectations about opportunities for work-life balance and self-improvement have not been met (Nabahani & Riyanto, 2020). Several surveys affirm that Gen Z job satisfaction rates in Indonesia are lower than those of previous generations. A survey by GoodStats (2024) indicates that only 73% of Gen Z employees are satisfied with their jobs. This dissatisfaction main causes are a disregard for work-life balance and innovation opportunities. On a global scale, Kirchmayer & Fratričová (2018) also report that Gen Z business students in Slovakia place a high value on positions that provide opportunity for learning and growth, with management providing significant assistance in reaching both personal and professional objectives.

Job satisfaction and motivation have been one of the main subject of psychology and management research, yet there are still few studies examining how these two factors relate to Generation Z. According to Goh & Lee (2018), motivation required for job satisfaction, particularly for Gen Z workers who value meaningful work more than financial compensation. Nabahani & Riyanto (2020) on the other hand, opportunities for personal growth and flexible work schedules are more potent factors that influence Gen Z employment satisfaction. Another viewpoint is offered by Chillakuri (2020) finding that effective onboarding and clear goal communication significantly boost motivation, which in turn enhances work satisfaction. Mahmoud *et al.* (2019) claim that intrinsic motivating factors like management support and recognition have a greater impact on Gen Z work satisfaction. According to a different study by Chala *et al.* (2022)claims that Gen Z believes that employer's respect and recognition are essential, often more significant than financial compensation. This study aims to close the gap in the literature by investigating the relationship between job satisfaction and motivation among Gen Z workforce and determining the factors that have the most effects on both. This research particularly aims to provide beneficial insights through factual data and practical recommendations for HR managers seeking to increase Gen Z's job satisfaction and enhance their performance.

DISCUSSION
The Definition and Dimensions of Motivation and Job Satisfaction

The psychological process that initiate people to start, maintain, and focus their behavior toward reaching particular objectives is known as motivation. It consists the internal and external elements that inspire motivation and drive to finish activities (Sony & Mekoth, 2016). Motivation is often categorized into intrinsic and extrinsic dimensions. Intrinsic motivation arises from within an individual, fueled by personal satisfaction, enjoyment, or interest of the task itself (Pang & Lu, 2018). It's connected to the accomplishment of inward objectives like mastery, autonomy, or personal development. On the other hand, extrinsic motivation is influenced by external rewards such as salary, promotions, or recognition, which are provided by an external source to reinforce desired behaviors (Hoboubi *et al.*, 2017). Other relevant dimensions include achievement motivation, which focuses on the desire to excel or accomplish challenging objectives; power motivation, which is centered on the need to influence and lead others; and affiliation motivation, which emphasizes the importance of interpersonal relationships and social bonds *(Ali et al.*, 2014).

Job satisfaction refers to an individual's general sense of fulfillment and contentment at work. It displays assessment of the job function and work environment that are both emotional and cognitive (Hauff *et al.,* 2015). The concept of job satisfaction is complex and has multiple

dimensions. One of the important element is the workplace, include its safety, corporate culture, and rules that support the well-being of the employee (Körner *et al.*, 2015). Job characteristics, such as task variety, autonomy, and role clarity, also play a critical role in shaping job satisfaction (Masa'deh, 2016). Furthermore, wages and benefit, such as equitable compensation and extra benefits, have a direct effect on how employee feel about their job (Alfayad *et al.,* 2017). Another crucial element is interpersonal relationship at work, including interactions with coworkers and superior. By encouraging sense of purpose and development, growth opportunities such as training, career development, and clear progression path job also help to increase job satisfaction (Tarcan *et al.*, 2017).

The Relationship Between Motivation and Job Satisfaction

One of main area of organizational research is job satisfaction among employees and what factors influence them, especially in Gen Z. The relationship between these two elements is critical in determining organizational outcomes because job satisfaction serves as a mediator between employee motivation and more general measures like performance, engagement, and organizational commitment. In order to give a thorough understanding of how intrinsic and extrinsic motivation impact job satisfaction in this age group—which is characterized by certain workplace expectations and values—ten studies are reviewed. Research by Nabahani & Riyanto (2020) emphasis how crucial both intrinsic and extrinsic motivation are to helping Gen Z employees satisfied in their jobs. Satisfaction is largely driven by intrinsic variables, such as meaningful work, chances for personal development, and alignment with personal values. For Gen Z who value work that aligns with their goals and gives them a feeling of purpose, these components are especially significant. Financial incentives and advantages are examples of extrinsic motivations that enhance intrinsic elements by offering instantaneous and palpable rewards. When combined, these motivating elements improve organizational commitment and job satisfaction.

Mahmoud *et al.* (2019) also discover similar result. It highlights how Generation Z values intrinsic motivation more than previous generations would and how meaningful employment and personal growth have a greater impact for them. Furthermore, extrinsic rewards, such as financial incentives, are well received by Generation Z, especially when they align with their personal objectives and values. It is crucial to create work settings that are both gratifying and inspiring because, in contrast to Gen Y and X, Gen Z also shows a noticeable sensitivity to motivation. According to the study, organization should adapt their motivating strategies to meet the unique needs of each generational group in order to attract and retain top personnel. Pujiarti *et al.* (2021) discover the similar outcomes but different factors. The results show that a working culture that priorities cooperation, support, and flexibility is highly valued by Gen Z. A friendly workplace fosters innovation and creativity, which raises psychological safety and intrinsic drive. Job satisfaction is also influenced by extrinsic motivations including technology-enabled workflows, ergonomic workplace architecture, and team-building activities. The importance of contextual elements in influencing Gen Z's motivational landscape is highlighted by this study, which recommends that businesses give top priority to establishing environments where employees feel appreciated and encouraged.

Perkasa *et al.* (2023) elaborate on the significance of organizational culture as a mediator between job satisfaction and motivation. This study suggests that a creative and inclusive workplace culture serves as a bridge between personal motivation and employee loyalty. Gen Z employees thrive in workplaces that encourage open communication and teamwork because they appreciate creativity and variety. When motivation aligns with an organization's cultural values, job satisfaction increases, led to commitment and reducing turnover. They also stated

that companies required to include cultural considerations in their incentive strategies if they hope to achieve sustained engagement and enjoyment. In academic settings, intrinsic motivation such as the desire to advance knowledge and gain professional recognition, was found to be a strong predictor of job satisfaction (Tentama *et al.*, 2020). This intrinsic motivation is frequently reinforced by external considerations, such competitive pay and employment stability for Gen Z. However, the study emphasis that depending on organizational conditions and individual career stages, the relative importance of intrinsic vs extrinsic motivations may change. In order to create motivational frameworks that speak to the particular goals of academic staff members in this generation, these insights are essential.

The wider effects of extrinsic motivations on job satisfaction are examined by Mafini & Dlodlo (2014). Extrinsic elements like incentives, pensions, and job security greatly increase job satisfaction in public enterprises. This study shows that extrinsic rewards are still relevant, especially in situations where stability and financial well-being are valued, despite Gen Z's propensity for intrinsic motivations. The results indicate that companies need to take a balanced approach to motivation to understanding how extrinsic and internal components interact to influence employee's job satisfaction levels. Another important factor that is impacted by the connection between job satisfaction and motivation is employee performance. Motivated employees regularly perform at greater levels (Shahzadi *et al.*, 2014). Performance is especially influenced by intrinsic motivations for Gen Z such as chances for skill improvement and acknowledgment of contributions. Bonuses and promotions are examples of extrinsic benefits that further motivate employees to achieve company objectives. According to the study's findings, companies should modify their motivational tactics to suit the generational preferences of their employees in order to ensure that performance improves noticeably as a result of job satisfaction.

Expanding on this idea, Andreas (2022) emphasizes how these variables are interconnected. The results highlight the significance of creating an inspiring work environment by showing that job satisfaction mediates the relationship between motivation and performance. Motivational techniques that prioritize personal growth and significant contributions are especially successful with Gen Z employees. Organizations can improve satisfaction levels, which positively increase engagement and performance, by attending to these preferences. In terms of comprehending motivation and job satisfaction, the post-pandemic era has brought both new opportunities and problems. Chala *et al.* (2022) study investigates how these dynamics have changed in response to worldwide upheavals. As a result of a shift toward intrinsic motivations, Gen Z employees place a greater priority on psychological well-being, flexibility, and work-life balance. The study emphasizes the value of flexible organizational policies that put employee's well-being first, like remote work choices and mental health assistance. These actions not only improve job satisfaction but also boost employee's intrinsic drive and empowering them to flourish in a workplace that is changing quickly. Kirchmayer & Fratričová (2018) examine Gen Z's inherent factors as well as its driving factors. As Generation Z gets ready to enter the workforce, this survey offers insightful information about their expectations. Opportunities for autonomy, teamwork, and ongoing education are important motivations. Job satisfaction for this generation is closely correlated with the extent to which businesses can establish environments that encourage these drivers. According to the research, companies should actively engage with the evolving preferences of Gen Z in order to cultivate a motivated and satisfied workforce.

Across these studies, a consistent result that the interplay between motivation and job satisfaction is multifaceted and deeply influenced by generational preferences and contextual factors. For Gen Z, to reach satisfaction requires intrinsic motivations like flexibility, meaningful

employment, and personal development. But extrinsic elements like financial intensive, employment stability, and a positive work atmosphere are also quite important. To meet the varied demands of this generation, organizations should take a comprehensive approach to motivation in which combined both internal and extrinsic factors. They can increase performance, promote long-term organizational commitment, and improve job satisfaction by doing this. These findings have significant implications for organization leaders and human resources managers. Understanding Gen Z's motivational factors and creating tactics specifically for them will be crucial to luring, keeping, and involving as they continue to influence the workforce. Organizations can establish work environments that not only satisfy Gen Z's expectations but also contribute to overall organizational performance by matching motivational frameworks with the values and goals of this generation. This calls for a dedication to ongoing innovation and flexibility, guaranteeing that motivational techniques continue to be applicable in a workforce that is constantly evolving.

Theoretical Framework

Key findings from the ten analyzed articles stated that motivation is crucial and have significant impact on job satisfaction. These studies demonstrate how motivation and satisfaction interact in particular organizational contexts and for this particular generational cohort by utilizing well-established theoretical frameworks such as Self-Determination Theory (SDT), Herzberg's Two-Factor Theory, Expectancy Theory, the Job Characteristics Model, and Equity Theory. The Self-Determination Theory Deci & Ryan (1985) states that autonomy, competence, and relatedness are essential for fostering intrinsic motivation, which in turn leads to job satisfaction. This argument is supported by the findings of Chala *et al.* (2022)as they found that Gen Z places a high value on flexible work schedules and chances to be independent. Similliarly, Kirchmayer & Fratričová's (2018) findings research highlights the value of collaborative environments and skill-building opportunities. These factors are in line with the demand for relatedness and competence. Together, the results show that when these psychological demands are met, job satisfaction in Gen Z is increasing. Motivations, which actively improve job satisfaction, are separated from hygienic components, which prevent dissatisfaction according to Herzberg Two-Factor Theory (Alshmemri *et al.*, 2017). Mafini & Dlodlo (2014) makes this distinction clear by showing how important hygiene factors like job security, financial stability, and organizational policies are for baseline satisfaction among Gen Z, especially employees working in public sector. However, research by Nabahani & Riyanto (2020) demonstrates that opportunities for personal growth and meaningful work are important motivations for maintaining job satisfaction, especially in value-driven or private-sector organizations. These results are consistent with Herzberg's theory, emphasizing that organizations should address both hygiene factors and motivation to meet the diverse needs of Gen Z.

Additional information about how Gen Z employees view the connection between effort, performance, and results may be found in Expectancy Theory (Vroom, 1964). According to the study by Shahzadi *et al.* (2014), Gen Z's perception that their efforts result in material benefits is strengthened by clear performance objectives and acknowledgment of accomplishments. According to Andreas (2022), employees in Gen Z place a high importance on career progress and promotions because they believe that these outcomes are directly related to their performance. These results demonstrate how the expectation Theory's concepts of valence (value placed on outcomes), instrumentality (belief that performance leads to outcomes), and expectation (belief that effort leads to performance) influence motivation and pleasure in this group. Five fundamental aspects of job design—skill variety, task identity, task significance,

autonomy, and feedback—that affect motivation and job satisfaction are highlighted in Hackman and Oldham's Job Characteristics Model (Janse, 2023). Findings from Raziq & Maulabakhsh (2015) which shows that Gen Z employees are especially motivated by occupations that enable them to use a range of abilities and make significant contributions, reflect these qualities. Furthermore, Nabahani & Riyanto (2020) emphasizes how crucial autonomy and helpful criticism are to fostering an inspiring workplace. These studies support the Job Characteristics Model by highlighting the importance of well-designed employment in maintaining Gen Z's motivation and job satisfaction.

The perceived fairness of how rewards and contributions are to be distributed fairly is the main emphasis of equity theory (Adams, 1963). According to research by Mafini & Dlodlo (2014) employees in Gen Z are extremely sensitive to fairness issues, especially when it comes to the allocation of rewards and recognition. Similarly, fair treatment and open policies improve job satisfaction and organizational commitment (Perkasa *et al.*, 2023). These results support the claim made by equity theory that employee satisfaction is highly influenced by views of justice. Deeper understanding of the unique dynamics of motivation and satisfaction in academic and public-sector contexts is another benefit of the theoretical frameworks. For example, Tentama *et al.* (2020) stated intrinsic motivations—like chances to advance the academic area and gain professional recognition—are particularly important for Gen Z academic personnel. This is consistent with SDT's focus on relatedness and competence as important sources of intrinsic motivation. On the other hand, research by Mafini & Dlodlo (2014) shows that extrinsic motivations—like job security and pensions—are more common in public-sector organizations, which reflects the hygiene factors Herzberg outlined.

The relationship between internal and extrinsic motivation and how these elements combine to influence job satisfaction is a recurring issue in the journals. For instance, Chala *et al.* (2022) highlights the growing significance of intrinsic motivations, especially in a post-pandemic setting, such as flexibility and purpose-driven employment. However, extrinsic motivations—like supportive leadership and ergonomic workspaces—remain essential for maintaining job satisfaction (Pujiarti *et al.*, 2021). These results indicate that although inner motivations are highly valued by Gen Z, extrinsic influences continue to be essential for establishing stability and averting discontent. Collectively, these study's findings demonstrate how important it is to take a balanced approach to motivation. Both the Self-Determination Theory and Herzberg's Two-Factor Theory contend that intrinsic motives like competence, autonomy, and meaningful work are critical to the job satisfaction of Generation Z. Meanwhile, according to Expectancy Theory, the Job Characteristics Model, and Equity Theory, extrinsic factors like incentives, job design, and justice have a critical role in shaping motivational results. Together, these frameworks provide a comprehensive understanding of how companies should adapt their strategies to meet the unique preferences and needs of Gen Z. Combining the results of these publications with theoretical frameworks makes it clear that organization should address employee motivation and job satisfaction in a complex and situation-specific manner. For Gen Z, employment should be fair, provide opportunities for progress, and align with personal values in order to foster dedication and job satisfaction. These findings not only shed light on the complexities of motivation and fulfillment, but they also provide companies with useful guidance on how to interact with and retain this dynamic and values-driven generation.

The Alternative Conceptual Model

Based on previous studies that have been analyzed, the relationship between motivation and job satisfaction can be conceptualized into alternative conceptual model as follows:

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┌──────────────┐          ┌──────────────┐
│  Motivation  │ ◄──────► │     Job      │
│              │          │ Satisfaction │
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Under this alternative model, some theoretical hypotheses can be developed as follows: (1) How is the influence of motivation towards job stress; and (2) How is the influence of job satisfaction towards motivation.

CONCLUSION

The analysis of ten research on the relationship between motivation and work satisfaction, particularly for Gen Z, reveals some significant conclusions. Understanding how intrinsic and extrinsic motivation interplay is essential to comprehending how this generation finds satisfaction in their job. A number of intrinsic factors, such as meaningful work, opportunities for personal growth, and alignment with personal goals, have a significant impact on job satisfaction. Extrinsic factors like financial incentives, recognition, and job stability support intrinsic drives by providing tangible benefits and increasing motivation. Some dimensions are repeatedly shown to be significant. When it comes to motivation, internal elements like autonomy, mastery, and purpose are more significant than extrinsic ones like the workplace culture and financial incentives. When it comes to motivation, intrinsic elements like autonomy, mastery, and purpose are more significant than extrinsic ones like the workplace culture and financial incentives. When discussing job satisfaction, a variety of factors are frequently mentioned, such as fairness, work-life balance, company culture, management assistance, and personal growth. The organizational and cultural environment also has a big impact on these tendencies Gen Z places a high importance on ergonomic workspaces, flexibility, and a collaborative work culture. Theoretical frameworks such as self-determination theory, Herzberg's two-factor theory, and equity theory support the findings. These models provide an orderly understanding of how internal and external drives impact enjoyment and emphasize the intricate relationships between them. Together, the studies and hypotheses offer a comprehensive knowledge of the mechanisms involved. These observations suggest that organization should concentrate on developing motivating techniques that strike a balance between extrinsic and internal variables. It is crucial to offer flexible work schedules, cultivate a welcoming and encouraging management style, and guarantee fair treatment when it comes to incentives and recognition. Additionally, organizations need to foster cultures that value mental health and personal growth. Future study might look more closely at the contextual dynamics of various industries and cultures, investigate changes over the course of a career, and assess the pandemic's long-term effects on job satisfaction and motivation. Employing this well-rounded strategy can help businesses attract and retain Gen Z employees while enhancing their general contentment and output.

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