

Factors Influencing Work Engagement among Generation Z Employees: A Systematic Literature Review

Mahatma Elok Nurani^{1*}, Suhadianto²

Fakultas Psikologi, Universitas 17 Agustus 1945 Surabaya, Surabaya, Indonesia

Corresponding Author: Mahatma Elok Nurani nnuranielok@gmail.com

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ABSTRACT

Demographic changes in the workforce have positioned Generation Z as an increasingly dominant employee group across organizations. The distinctive characteristics of Generation Z compared to previous generations require organizations to better understand the factors that enhance work engagement. This study aimed to identify, analyze, and synthesize the factors influencing work engagement among Generation Z employees through a Systematic Literature Review (SLR) approach. The study followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines. Literature searches were conducted across several international and national scientific databases, including Google Scholar, Scopus, ScienceDirect, Emerald Insight, SpringerLink, Taylor & Francis Online, Wiley Online Library, and Garuda. Based on predetermined inclusion and exclusion criteria, 20 empirical studies published between 2020 and 2026 were selected for analysis. The findings revealed that factors influencing work engagement among Generation Z employees could be categorized into four major groups: organizational factors, leadership factors, job-related factors, and individual-psychological factors. The most dominant and consistent predictors of work engagement were perceived organizational support, empowering leadership, work environment, work meaningfulness, and work-life balance. Conversely, job stress was identified as a significant barrier that negatively affects work engagement.

INTRODUCTION

Changing workforce demographics are one of the main challenges facing organizations in the modern era. Generation Z is starting to dominate the labor market and is projected to become one of the largest groups of workers in the next few years. Generation Z are individuals born between the mid-1990s and early 2010s who grew up alongside the development of digital technology, the internet, social media, and the transformation of technology-based industries (Dimock, 2019). Exposure to technology from an early age has shaped Generation Z's unique characteristics, distinguishing them from previous generations, such as high adaptability to technology, the need for work flexibility, the desire to find meaning in work, and expectations for self-development and work-life balance (Kirchmayer & Fratričová, 2020; Schroth, 2019).

As the proportion of Generation Z in the workforce increases, organizations are faced with the challenge of understanding the factors that can increase their engagement with their work.. One of the concepts that has received widespread attention in the study of organizational behavior is work engagement. Schaufeli et al. (2002) defines work engagement as a positive psychological condition characterized by vigor, dedication, and absorption in carrying out work. Employees who have a level work engagement. High people tend to show great energy in work, have dedication to their tasks, and are able to concentrate fully on their work. Various studies show that work engagement, positively related to productivity, innovation, organizational commitment, job satisfaction, and overall organizational performance, and negatively related to turnover intentions (turnover intention) (Harter et al., 2002; Saks, 2006).

However, various studies show that the level of work engagement Generation Z is still a concern for organizations. Research conducted by Quyen et al. (2023) found that only around 32% of Generation Z workers feel fully engaged in their work and have a desire to contribute optimally to the organization. Most view work as a means of fulfilling economic needs rather than a source of self-identity or self-actualization. These findings suggest that organizations need to better understand the factors influencing Generation Z's work engagement to maintain the productivity and loyalty of their younger workforce.

The phenomenon of low work engagement among Generation Z is also increasingly relevant following major changes in the workplace following the COVID-19 pandemic. Digital transformation, the implementation of flexible work systems, the increasing use of artificial intelligence-based technologies, and shifts in organizational communication patterns have shifted employee expectations of the work environment. Surveys show that Generation Z expects a work environment that offers flexibility, learning opportunities, organizational support, psychological well-being, and opportunities for professional growth. They also pay more attention to work-life balance than previous generations and want work that has meaning and a clear purpose.

In recent years, research on work engagement in Generation Z experienced a significant increase. The results of the study showed that the factors influencing work engagement Generation Z comes from various individual, occupational,

leadership, and organizational backgrounds. Research by Dwidienawati et al. (2025) found that well-being, empowering leadership, and career development has a positive impact on work engagement Generation Z. Research by Widodo et al. (2025) shows that perceived organizational support, organizational commitment, and work meaningfulness is an important predictor for improvement work engagement on Generation Z employees. In addition, Lee et al. (2024) research shows that work flexibility is an important factor that can increase the involvement of the younger generation in work. Meanwhile, Malidha et al. (2024) found that work stress has a negative effect to work engagement, but these effects can be minimized through mindfulness.

In addition to these factors, recent research shows that organizational culture, quality of work life (quality of work life), the suitability of individual values with the organization (person-organization fit), as well as perceptions of career development also contributed to the formation of work engagement in Generation Z. Even the latest research on Generation Z shows that the need for a purpose in life (calling), the meaning of work, social relationships at work, and continuous learning opportunities are important determinants of their involvement in work.

The variety of findings shows that work engagement Generation Z is a multidimensional phenomenon influenced by various interacting factors. Theoretically, this phenomenon can be explained through several approaches. First, Job Demands-Resources Model (JD-R) explains that work engagement is formed through a balance between job demands (job demands) and job resources (job resources) owned by individuals (Bakker & Albrecht, 2018). Second, Social Exchange Theory explains that employees will provide feedback in the form of higher engagement when the organization provides support, appreciation, and attention to their well-being (Saks, 2006). Third, Self-Determination Theory emphasizes that fulfilling basic psychological needs in the form of autonomy, competence, and social connectedness will increase intrinsic motivation which ultimately encourages work engagement (Ryan & Deci, 2020). A recent synthesis of Generation Z research also shows that these three theories are the most widely used frameworks to explain the work engagement of the younger generation.

Although the number of studies regarding work engagement as Generation Z continues to grow, existing research remains scattered across different organizational contexts, industry sectors, geographic regions, and theoretical approaches. Some studies emphasize the importance of organizational factors such as organizational support and leadership, while others focus more on individual psychological factors such as mindfulness, well-being, work meaning, and personal values. This condition shows that there is no comprehensive mapping of the factors that most consistently influence work engagement in Generation Z. In addition, most research still focuses on the relationship between variables partially so that it is not able to provide a comprehensive picture of the determinants. work engagement Generation Z.

Based on this description, there is a need to carry out a systematic literature synthesis in order to identify, group, and analyze various factors that influence work engagement on Generation Z employees. Therefore, this study uses a

descriptive approach. Systematic Literature Review (SLR) to integrate the results of empirical research published in the past five years. Through this approach, this research is expected to provide a more comprehensive understanding of the determinants work engagement Generation Z also provides theoretical and practical contributions to the development of more effective human resource management strategies in facing the dominance of Generation Z in the world of work.

LITERATURE REVIEW

Work Engagement

Work engagement is one of the main concepts in positive organizational psychology which describes an individual's positive psychological condition towards their work. Schaufeli et al. (2002) defines work engagement as a positive, satisfying, and work-related state of mind characterized by three main dimensions, namely vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working. Dedication describes a strong involvement in work characterized by enthusiasm, inspiration, pride, and a sense of challenge. Meanwhile, absorption refers to a condition where an individual is completely immersed in their work so that it is difficult to detach themselves from the work activity being carried out.

According to Bakker & Albrecht (2018), work engagement is an important indicator for organizational effectiveness because it is related to increased productivity, creativity, organizational commitment, job satisfaction, and employee psychological well-being. Employees who have a high level of work engagement tend to show better work performance, proactive work behavior, and higher levels of turnover intention which is lower than employees with low engagement levels.

In the context of Generation Z, work engagement is becoming an increasingly important issue because this generation has different characteristics and work expectations compared to previous generations. Generation Z tends to place greater value on work flexibility, meaningful work, learning opportunities, psychological well-being, and work-life balance. Therefore, the factors that influence work engagement Generation Z needs to be understood in depth so that organizations can design more effective human resource management strategies.

Generation Z in the World of Work

Generation Z is a group of individuals born between 1995 and 2010 and growing up in an environment heavily influenced by the development of digital technology (Dimock, 2019). As digital natives, Generation Z possesses advanced technological skills, rapid information access, and adaptability to dynamic environmental changes.

Kirchmayer and Fratričová (2020) explain that Generation Z has a different work orientation compared to previous generations. They prioritize work flexibility, work-life balance (work-life balance), self-development opportunities, a supportive work environment, and meaningful work. Additionally, Generation

Z tends to want fast feedback, collaborative working relationships, and open and participatory leadership.

In organizations, these characteristics present both challenges and opportunities. Organizations need to understand the psychological needs and expectations of Generation Z to create a work environment that supports their engagement and productivity. When these expectations are met, Generation Z tends to demonstrate high levels of engagement higher towards work and organization.

Factors Influencing Work Engagement

Various studies show that work engagement is influenced by individual, job, leadership, and organizational factors. Lee et al. (2024) group these factors into three main categories: work-related factors (job-related factors), work environment (work environment factors), and personal factors (personal factors).

Individual Factors

Individual factors are factors derived from an individual's psychological characteristics that can influence their engagement with work. Several individual factors proven to be associated with work engagement include psychological well-being, mindfulness, psychological capital, self-efficacy, resilience, and work meaningfulness.

Work meaningfulness refers to an individual's perception that the work they do has meaning, value, and purpose that is important to themselves and others (Steger et al., 2012). Individuals who perceive their work as meaningful tend to exhibit higher intrinsic motivation and thus be more engaged in their work. Research by Widodo et al. (2025) shows that work meaningfulness has a positive influence on work engagement in Generation Z employees.

Furthermore, mindfulness is also a crucial factor in increasing work engagement. Mindfulness helps individuals manage work stress, improve focus, and strengthen emotional regulation. Malidha et al. (2024) found that mindfulness moderated the negative impact of work stress on work engagement in Generation Z.

Job Factors

Job factors relate to job characteristics and working conditions that influence an individual's work experience. These factors include workload, job flexibility, job autonomy, career development opportunities, and the availability of work resources.

Research by Lee et al. (2024) shows that workplace flexibility has a positive influence on employee engagement among the younger generation. Work flexibility allows employees to achieve a balance between work and personal life demands, thereby increasing job satisfaction and engagement.

In addition, career development is also a very important factor for Generation Z. Dwidienawati et al. (2025) found that career development is one of the main predictors of work engagement in Generation Z workers. The

opportunity to learn, develop, and obtain a clear career path can increase individual motivation and commitment to their work.

Leadership Factors

Leadership is a crucial determinant of employee work engagement. Leaders play a role in creating a supportive work environment, providing direction, building positive interpersonal relationships, and facilitating employee needs. One form of leadership often associated with work engagement among Generation Z is empowering leadership. Empowering leadership is a leadership style that provides trust, autonomy, and opportunities for employees to participate in decision-making. Research by Dwidienawati et al. (2025) shows that empowering leadership has a positive effect on work engagement among Generation Z.

Generation Z tends to prefer leaders who are collaborative, open to new ideas, provide regular feedback, and support employee competency development. Therefore, leadership effectiveness is a crucial factor in increasing employee engagement for this generation.

Organizational Factors

Organizational factors encompass various aspects of the work environment that reflect the organization's support for employees. These factors include perceived organizational support, organizational commitment, organizational culture, person-organization fit, and quality of work life. Perceived organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Based on Social Exchange Theory, when employees perceive high levels of organizational support, they tend to reciprocate through increased engagement and contributions to their work. Research by Widodo et al. (2025) shows that perceived organizational support has a positive influence on work engagement in Generation Z employees.

In addition, the value congruence between individuals and organizations (person-organization fit) also plays a role in increasing engagement. When an employee's personal values align with those of the organization, the individual will feel more emotionally connected to their work, thereby increasing work engagement.

Job Demands-Resources Model

The Job Demands-Resources Model (JD-R Model) is one of the most widely used theories to explain work engagement. Bakker and Demerouti (2007) explain that every job has two main characteristics: job demands and job resources. Job demands are aspects of work that require sustained physical and psychological effort, which can lead to stress and fatigue. Conversely, job resources are aspects of work that help individuals achieve work goals, mitigate the impact of job demands, and foster personal growth.

According to the JD-R Model, work engagement increases when employees have adequate job resources to meet job demands. In the context of Generation

Z, factors such as organizational support, work flexibility, empowering leadership, career development, and psychological well-being can serve as job resources that enhance engagement.

Social Exchange Theory

Social Exchange Theory developed by Blau (1964) explains that the relationship between individuals and organizations is based on the principle of reciprocity (reciprocity). Employees who receive support, appreciation, and fair treatment from the organization will feel a moral obligation to make positive contributions to the organization. In the context of work engagement, this theory explains that perceived organizational support, supportive leadership, and a positive organizational culture can increase work engagement because employees feel valued and supported by the organization. As a result, they demonstrate higher commitment and involvement in their work.

Self-Determination Theory

Self-Determination Theory (SDT), developed by Ryan & Deci (2020), explains that an individual's intrinsic motivation is influenced by the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. Autonomy refers to an individual's freedom to control their work-related actions and decisions. Competence refers to feelings of ability and effectiveness in carrying out tasks. Relatedness describes feelings of connectedness and acceptance within the social environment at work.

Fulfilling these three needs will increase intrinsic motivation and foster work engagement. In the context of Generation Z, the need for work flexibility, competency development, positive social relationships, and meaningful work demonstrates the relevance of SDT in explaining this generation's work engagement.

METHODOLOGY

This research uses the method Systematic Literature Review (SLR) to identify, analyze, and synthesize various factors that influence work engagement on Generation Z employees. The SLR method was chosen because it allows researchers to gain a comprehensive understanding of a research topic through a systematic and structured process of searching, selecting, evaluating, and synthesizing literature (Xiao & Watson, 2019). The implementation of the research refers to the guidelines Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) which consists of four main stages, namely identification, screening, eligibility, And included studies (Page et al., 2021).

Literature searches were conducted through several international and national scientific databases, namely Google Scholar, Scopus, ScienceDirect, SpringerLink, Emerald Insight, Taylor & Francis Online, Wiley Online Library, and Garuda. The keywords used are arranged based on the research objectives with a combination of Boolean operators as follows: ("work engagement" OR "employee engagement") AND ("generation z" OR "gen z") AND (employee OR workforce OR worker). To expand the search scope, additional keyword

combinations are also used such as, "organizational support" AND "generation z", "work meaningfulness" AND "work engagement", "leadership" AND "generation z engagement", "career development" AND "generation z", "well-being" AND "employee engagement".

Articles obtained from the search process were selected based on inclusion and exclusion criteria. Inclusion criteria in this study includes, a articles published in the 2020–2026 period, articles are empirical research that has gone through a review process peer review, The research respondents were Generation Z employees or the majority of the sample came from Generation Z, the article discusses the factors that influence work engagement or employee engagement, articles are available in the form of full text, an article are written in Indonesian or English. While exclusion criteria in this study are articles that do not specifically discuss Generation Z, articles that do not measure variables work engagement, articles that cannot be fully accessed (full text unavailable), duplicate articles found in more than one database.

The article selection process was carried out in stages according to the PRISMA 2020 guidelines. At the identification stage, a number of articles were found in 30 articles of all the databases used. After checking for duplication, as many as 5 articles identified as duplicate articles and removed leaving only 25 articles. Next, the process is carried out screening based on the title and abstract. At this stage as many as 3 articles are eliminated because it does not fit the research focus, so that what remains is 22 articles to be reviewed in full (full-text review).

Level eligibility was done by reading the entire article to assess its suitability with the inclusion and exclusion criteria that had been set. A total of 2 articles were excluded because it did not specifically address Generation Z, did not measure work engagement, or did not present adequate empirical data. Based on this process, we obtain 20 articles that meet all the criteria and are used in the final synthesis process.

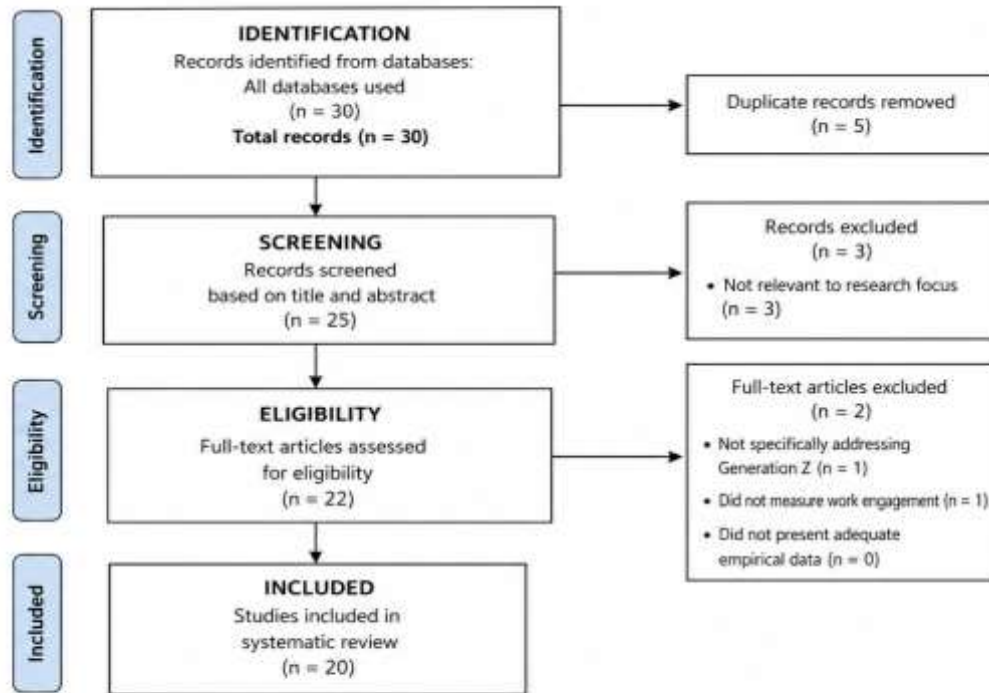


Figure 1. PRISMA Flow Diagram of the Article Selection Process.
Source: Processed by the authors (2026).

RESEARCH RESULTS

Based on the process of identification, screening, and selection of articles using guidelines Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), 20 empirical articles were obtained that met the inclusion and exclusion criteria. The reviewed articles were published between 2020 and 2026 and came from various countries, including Indonesia, Vietnam, Malaysia, India, and the Philippines. The majority of the studies used a quantitative approach with descriptive methods. Structural Equation Modeling (SEM), Partial Least Squares Structural Equation Modeling (PLS-SEM), multiple regression, mediation analysis, and correlation. The synthesis results show that the factors that influence work engagement factors affecting Generation Z employees can be classified into four main categories: organizational factors, leadership factors, job factors, and individual-psychological factors. Furthermore, inhibiting factors were also identified that contribute to low performance.work engagement.

Table 1. Synthesis of Influencing Factors Work Engagement on Generation Z Employees

Factor Categories	Variables	Number of Studies	Direction of Influence
Organization	Perceived Organizational Support	5	Positive
Organization	Organizational Commitment	3	Positive

Leadership	Empowering Leadership	4	Positive
Leadership	Supervisor Support	3	Positive
Work	Work-Life Balance	4	Positive
Work	Workplace Flexibility	3	Positive
Work	Work Environment	4	Positive
Work	Job Resources	2	Positive
Individual	Work Meaningfulness	3	Positive
Individual	Self-Efficacy	2	Positive
Individual	Well-being	2	Positive
Individual	Core Self-Evaluation	2	Positive
Inhibitor	Job Stress	2	Negative

Based on the frequency of occurrence and strength of the relationship between variables, it was found that perceived organizational support, empowering leadership, work environment, work meaningfulness, and work-life balance is the most dominant factor in influencing work engagement on Generation Z employees.

DISCUSSION

Perceived Organizational Support as a Key Predictor of Work Engagement

The results of the study show that perceived organizational support (POS) is the most consistent factor influencing engagement in Generation Z employees. The perception that the organization values employee contributions, provides support, and cares about their well-being has been shown to increase work engagement. Widodo et al. (2025) found that perceived organizational support has a direct influence on work engagement as well contribute to the improvement of organizational commitment, which further strengthens the work engagement of Generation Z employees.

This finding is reinforced by research by Iftadi et al. (2025) which shows that perceived organizational support together with empowering leadership able to explain 28.6% of the variation/work engagement of Generation Z employees in Indonesia. Catamio's (2026) research in the Philippines also found a significant positive relationship between perceived organizational support and work engagement ($r = 0.525$; $p < 0.001$), as well as a negative relationship between work engagement and turnover intention.

This finding is in line with Social Exchange Theory (Blau, 1964), which explains that when employees feel support and appreciation from the organization, they will reciprocate through increased commitment and

attachment to their work. The characteristics of Generation Z which prioritize recognition, social support, and psychological well-being make perceived organizational supporters a very important factor in building work engagement.

The Role of Leadership in Building Generation Z Work Engagement

This study shows that leadership factors are important determinants in improving work engagement in Generation Z. The most common form of leadership found disempowering leadership And supportive leadership. Komalasari et al. (2025) found that empowering leadership has a direct and indirect impact on work engagement through self-efficacy($\beta = 0.93$; $p < 0.001$) and supportive work environment($\beta = 0.37$; $p < 0.001$), with the model's ability to explain 86.1% of the variance work engagement.

Similar findings were obtained by Iftadi et al. (2025), who showed that empowering leadership was a significant predictor of work engagement of Generation Z employees. In addition, Nguyen et al. (2024) found that supportive supervision is the strongest factor influencing employee engagement compared compensation and job training for Generation Z employees in Vietnam.

These results indicate that Generation Z prefers a leadership style that is participatory, supportive, and provides opportunities for development. This finding is consistent with Self-Determination Theory (Ryan & Deci, 2020), which explains that fulfilling basic psychological needs in the form of autonomy, competence, and social connectedness is an important foundation in increasing intrinsic motivation and work engagement.

The Influence of Work-Life Balance and Workplace Flexibility on Work Engagement

The characteristics of Generation Z who place work-life balance as a priority make work-life balance And workplace flexibility as a factor that influences work engagement. Erika et al. (2023) found that work-life balance is one of the main factors that influences employee engagement Generation Z during the transition from pandemic to endemic, together with transformational leadership, respect, perceived self-worth, and organizational bureaucracy.

Lee et al. (2024) also found that workspace flexibility and operational flexibility have a positive impact on employee engagement among young workers. The study's results indicate that work flexibility provides employees with the opportunity to tailor their work to their personal needs, thereby increasing job satisfaction and engagement.

However, Yoga & Fariana (2026) found that when compared with work engagement, variable work flexibility and work-life balance has no direct effect on job satisfaction. These findings indicate that work flexibility does not automatically increase satisfaction, but rather works through increased work engagement.

The Role of Work Environment and Job Resources

A supportive work environment was found to be one of the important factors influencing work engagement in Generation Z. Nguyen et al. (2024)

showed that working environment and relationships between coworkers have a positive effect on work engagement, while compensation and training do not show a significant effect.

Romi & Dewi's research (2026) also found that the work environment has a positive influence on work engagement, and work engagement the relationship between the work environment and the performance of Generation Z employees. In addition, Pasya et al. (2026) found that job resources and core self-evaluations have a positive relationship with work engagement, which shows that the availability of job resources and positive self-evaluation play an important role in building work engagement.

This finding supports Job Demands-Resources Model (Bakker & Demerouti, 2007), which explains that the availability of work resources can increase motivation, reduce work pressure, and increase work engagement.

Psychological Actor in Increasing Work Engagement

This study also shows that psychological factors have a significant contribution to work engagement. Widodo et al. (2025) found that work meaningfulness has a direct influence on work engagement and indirect influence through organizational commitment.

Dwidienawati et al. (2025) found that well-being, empowering leadership, and career development has a positive impact on work engagement on Generation Z in Indonesia. In addition, Komalasari et al. (2025) found that self-efficacy became the strongest mediator in the relationship between empowering leadership and work engagement. Interestingly, Hardi & Satrya (2025) found that meaningful work actually increases turnover intention, although the relationship is mediated entirely by work engagement. These findings suggest that Generation Z is not only looking for meaningful work, but also for a fit between their work and their personal values, life goals, and aspirations.

Job Stress as a Factor Inhibiting Work Engagement

In addition to the factors that increase work engagement, this study also found that job stress is a factor that can reduce work engagement in Generation Z. Malidha et al. (2024) found that work stress had a significant negative effect on employee engagement, whereas mindfulness was unable to moderate the relationship. These findings suggest that Generation Z is highly sensitive to excessive work pressure. A mismatch between job demands and individual capacity can lead to decreased motivation, emotional exhaustion, and low work engagement.

Overall, the results systematic literature review shows that work engagement in Generation Z employees is the result of a complex interaction between organizational, leadership, work, and psychological factors. The most consistent factor found in various studies is perceived organizational support, empowering leadership, supportive work environment, work meaningfulness, and work-life balance. Therefore, organizations need to develop human resource management strategies that focus on providing organizational support, empowering leadership, a supportive work environment, and providing

meaningful and flexible work to improve work engagement on Generation Z employees.

CONCLUSION

This study aims to identify and synthesize the factors that influence work engagement on Generation Z employees through an approach Systematic Literature Review on various empirical studies published in the period 2020–2026. Based on the results of the literature synthesis, it was found that work engagement in Generation Z employees is a multidimensional phenomenon influenced by the interaction of various organizational, leadership, work, and individual psychological factors.

The results of the study show that organizational factors, specifically perceived organizational support (POS), is the most dominant and consistent factor influencing work engagement in Generation Z. Organizational support expressed through appreciation, attention to employee well-being, and development opportunities has been shown to increase work engagement and strengthen organizational commitment. Furthermore, organizational commitment also contributes to improving work engagement, both as a direct factor and as a mediating variable.

In terms of leadership, empowering leadership and supervisor support found to be an important determinant in building work engagement Generation Z. Leadership styles that provide autonomy, support, feedback, and opportunities for self-development have been shown to increase work engagement through increased feelings of competence, self-confidence, and a supportive work environment. Furthermore, job factors such as work-life balance, workplace flexibility, work environment, and job resources also show a positive influence on work engagement. These findings suggest that Generation Z tends to value work flexibility, work-life balance, and a collaborative work environment that supports professional development.

In individual and psychological aspects, factors such as work meaningfulness, well-being, self-efficacy, and core self-evaluation plays an important role in improving work engagement Generation Z employees who view their work as meaningful, have good psychological well-being, and believe in their abilities tend to exhibit higher levels of work engagement. Conversely, job stress is found as a factor that can reduce work engagement, so it needs special attention from the organization.

Overall, the results systematic literature review shows that the increased work engagement of Engaging Generation Z employees cannot be achieved through a single approach. Organizations need to integrate organizational support, empowering leadership, a supportive work environment, work flexibility, and meeting employees' psychological needs to build optimal work engagement.

RECOMMENDATIONS

1. Practical Advice

Based on the research results, organizations are advised to develop human resource management strategies that are appropriate to the characteristics of Generation Z. Organizations need to improve perceived organizational support through the provision of awards, recognition of employee contributions, provision of welfare facilities, and clear and sustainable career development opportunities.

In addition, organizations need to implement a leadership style that is empowering and supportive by providing opportunities for employees to participate in decision-making, receive regular feedback, and develop their competencies. A flexible, collaborative work environment that supports work-life balance also needs to be developed to increase work engagement among Generation Z.

2. Theoretical Suggestion

The results of this study show that Job Demands-Resources Model, Social Exchange Theory, and Self-Determination Theory are still relevant to explain work engagement in Generation Z. However, further research is recommended to develop an integrative model that combines the three theoretical approaches in order to provide a more comprehensive understanding of the mechanisms of formation work engagement in Generation Z.

ADVANCED RESEARCH

Studying other factors that have not been widely researched, such as psychological safety, employee experience, digital fatigue, learning agility, and person-organization fit. Conducting longitudinal research to see changes in work engagement Generation Z over time. Developing more complex mediation and moderation models to explain the relationships between influencing variables work engagement. Conduct cross-cultural and cross-national research to gain a more comprehensive understanding of the characteristics of work engagement Generation Z in various organizational contexts. Using the approach mixed methods in order to gain a deeper understanding of Generation Z's subjective experiences in building work engagement.

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