

# Upgrading Generation Z's Hierarchical Responsibility Through Work Fulfillment and Inspiration- A Systematic Review

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## ABSTRACT

Generation Z is an age with exceptional qualities that cause them to contrast from their ancestors. Generation Z is the youngest generation that is entering into workplace steadily with lot of unique perspectives on workplace norms and their career. Gen Z is entering the working environment, at present three ages (Generation X, Y & Z) that should work together in an organization by cooperating and organizing with each other. Gen Z is otherwise called as "task container" age. They swap between occupations for specific explanation. This conduct is clearly connected with an idea of hierarchical responsibility. Besides, the two factors (inspiration and fulfilment in work) dared to significantly affect authoritative responsibility. Consequently, the point of this study is to see on the most proficient method to improve Generation Z's hierarchical responsibility through work fulfilment and work inspiration. This perception is to make sense of how Gen Z esteems and expects in the working environment and managers can measure up those assumptions. The research method and strategy utilized is work area-based research which includes the auxiliary information gathered through various sources like exploration articles, diaries, and books.

## INTRODUCTION

As time elapses by, the number of inhabitants in people are in increasing quantity. This enormous people were consequently characterized or portrayed in terms of generations. An age or generation is depicted on the whole as people that have near birth years and identical life stages in a particular time period and are affected by comparative social circumstances (Kirchmayer and Fratricova, 2020). A few investigations express that each part that comes from a similar age is trying to have a comparative perspective as a result of having similar financial encounters, interesting social, and political life (McCrindle, 2011). There is lot of similarities in a perspective so it might prompt various mentalities and ways of behaving of every age. In the meantime, in the functioning scene, there are as of now three ages, who should cooperate and arrange inside the work environment (Iannotta, Meret, Gatti, Fioravanti, 2018). The different generations are baby boomers, who belong to post World War II age X, which was brought into the world between 1965 to 1976; and Y which was brought into the world between 1977 to 2000. Additionally, Generation Z, which was brought into the world in the mid-2000s or in one more review incorporates individuals brought into the world after 1995, has quite recently to

some extent joined the labor force (McCrindle, 2011). Workers directly affect the general presentation of the organization. To achieve an extraordinary presentation, representatives likewise need an incredible pioneer model. (McCrindle, 2011) stated that the essential key to be a decent pioneer is having a comprehend human-worker characteristics, disposition shift, social patterns, and a good thinking conduct. The labor force, the fundamental component that influences representative's ways of behaving is because of the variety of ages. Subsequently, the distinction in ages would frame different assumptions for work qualities and work inclinations.

(Kirchmayer and Fratricova, 2020) said that a comprehension of each and every age has a pivotal impact to draw in and keep up with the expected labor force particularly in an age that recently entered in labor force, Gen Z. Consequently, each and every supervisor must have a wise comprehension of its workers (Meret, 2018). Age Z is known collectively as individuals that were brought into the world in a computerized innovation period (Meret, 2018). The innovations immensely affect human exercise, and the way that Generation Z is developmentally close by innovation prompts a supposition that Generation Z has made the innovation as their characters. They could be essentially as imaginative and inventive as they needed to accompany all the openness and boundless data. In the event that they could do without something, they could undoubtedly transform it according to their capacities (Garia-Fodor and Csiszarik-Kocsir, 2018). This concept is connected with the idea of authoritative responsibility. Thus, it tends to be assumed that hierarchical responsibility could be an issue for Generation Z. Furthermore, a few examinations on Generation Z's degree of responsibility shows that dissimilar to prior ages whom energetically to remain faithful towards one organization for a long time. Gene Z is probably going to be a "task jump" age, implying that they don't remain in one organization (Limon,2019) (Beckman, 2018). Generation Z will quite often consistently look for one more work each time they have the open door to it.

Hierarchical responsibility is an idea that has a good relationship with work inspiration and work fulfilment. More number of employees land happy with their position, propelled they are to continue to work at their best; the other way around, the accomplishment could be made. With incredible prizes and affirmations given by the association, the more they are fulfilled and arise a feeling of having a place, which likewise sustains a feeling of dedication and responsibility. Thus, fulfilment, inspiration and responsibility are immense perspectives. To keep up with representatives to remain committed, directors ought to have a comprehension of what workers esteem the most making them fulfilled and inspired. Subsequently, the focus of this study is to see how to improve Gen Z's authoritative responsibility through work fulfilment and work inspiration.

## **REVIEW OF LITERATURE**

### **WORK FULFILMENT**

(Pawoko, 2019) said that work fulfilment alludes to representative's sentiments and feelings towards their work and responsibilities. These sentiments tend to be both positive (fulfilment) and negative (frustration). Work fulfilment is an emotional response to assess an individual based upon the results in his job (Wem et al. 2018). Work fulfilment is employees' attitude and their approach towards salary, working conditions, social relations, and job promotions (Dousin et al., 2019). Different variables that could influence work fulfilment require each supervisor has to be more mindful of its representative's

degree of fulfilment and disappointment (Uy, Manalo, de Castro, 2020). (Masydzulhak and Anggraeni, 2016) stated that the fundamental guideline for the association in achieving the objectives and goals. Work fulfilment addresses the way how representatives really feel and ponder towards the task and obligation that have been given to them by the organization, including regardless of what the assignments fit into their work inclinations and assumptions. Levels of fulfilment will have an impact of how workers think and react about the association. The fulfilment of their work could be the inspiration for representatives to work hard, while the disappointment of work may trigger the employees to leave the job.

According to (Gellatly, Colquitt, Lepine and Wesson, 2011) the representatives favor a task that is intriguing and testing their abilities and capacities as opposed to occupations that are boring and need not bother on specific abilities. In any case, the degree of fulfilment is an elusive component that makes it thorough still up in the air, and summed up to each representative. Interestingly, some representatives could favor a task that doesn't need huge obligations and doesn't require a lot of endeavours. It relies upon workers attributes, necessities, and perspectives. Work fulfilment is related to representative's mentalities in the work environment (Sihombing, 2019). According to (Colquitt et al., 2011), there are three parts of mentalities: mental, emotional, and social. The social part of a mentality alludes to a goal in acting with a specific goal in mind toward a circumstance or another person. (Lawler, 2006) stated that the social circumstance is additionally connected with working inspiration. Subsequently, fulfilment of work could have an impact on representative's inspiration will remain and they will come to work, which prompts high responsibility in the association.

## **WORK RESPONSIBILITY**

The fact that is driving work responsibility makes work inspiration vital. (Colquitt et al., 2011) said that it is generally characterized as a bunch of motivations to proceed further or to follow through with something, that emerges both inside and outer variables that impact workers. Inspiration comes from a Latin word which means move or push, which addresses a situation where a singular wants to push ahead (inner inspiration) or the sensation of being moved by the climate (outer inspiration). It decides the capability of a person to participate beneficially and effectively in getting the expected reason (Rivanto, Sutrisno and Ali, 2017). Furthermore, inspiration likewise decides a representative's work exertion (Colquitt et al., 2011). As per Rivai and Veithzal which was referred by (Riyanto, 2017), inspiration can be portrayed as a condition in which representatives were urged to push ahead and work at their best to accomplish the organization's objective and as an instrument to impact and keep up with the representatives conduct in the workplace.

Inspiration work could be framed by interests. The more they get inspired by the work, the more they are persuaded. In this manner, interests are affected by the attributes of representing themselves. The different elements that could impact representative's inspiration working other than the actual work will be a workplace, pay, work highlights, and authoritative societies. Thus, inspiration is an extremely relative, not entirely settled. What persuades an individual doesn't necessarily work in all cases work with different representatives. Consequently, directors are expected to do coherence research on inspiration to get a superior comprehension of what rouse workers.

Work fulfilment and work inspiration are venturing to extraordinarily affect hierarchical responsibility. Work fulfilment assumes a part as a marker that explains how representatives feel about their work,

regardless of whether the work or the result is satisfying their assumptions. It isn't just about achieving the organizational objectives, yet it is likewise a question of what representatives crave to have accomplished for their advantages. The more representatives land happy with their position, the more they are spurred to remain in the organization.

### **HIERARCHICAL RESPONSIBILITY**

Hierarchical responsibility is characterized as the craving of a worker to remain as an individual from an association. A demonstration addresses a worker's degree of association in the association (Amah and Oyetunde, 2019). Hierarchical responsibility portrays how employees have feelings towards their work and workplace and the aspects that have are related to the organization (Bailey, Albassami, & AI-Meshal, 2016). (Colquitt et al,2011) said that the hierarchical responsibility shows regardless of whether a singular remaining part a worker of the association. It is the condition where representatives care for the association as well as want to keep up with their enrolment to the association. Also, Efendi and Sutanto portray hierarchical responsibility as a close to home holding between the workers and the organization which prompts the representatives feeling like they should be answerable for accomplishing the organization's objective (Santoso and Riyanto, 2020).

The idea of hierarchical responsibility has turned into an essential part in surveying workers' unwaveringness to the organization (Suryani, 2018). Responsibility goes about as an instrument to predict degree of consistency and representative's affinity to quit (Balanesu, 2017). As per (Suryani, 2018), unfortunate degree of responsibility is the association that will influence an elevated degree of turnover which likewise influences high costs on enrolling and preparing new representatives. Be that as it may, having skilled representatives who perform well at work is likewise sufficiently not, chiefs should have the option to draw them for a long period of time to achieve benefit from their endeavours.

As per (Balanesu, 2017) it is the connection in midst of the association and its representatives depends on the financial trade "contract", in which the devoted workers guarantee unwaveringness since they hold an aggregate or maybe to some extent stowed away ventures which they achieve by remaining in the association. Meyer and Allen did one more investigation of hierarchical responsibility was subsequently directed by them (Balanesu, 2017). As indicated by them, hierarchical responsibility is a mental state, which comprises of three components which was referred to as three-layered model (Anggraeni and Masydzulhak, 2016).

- Affective responsibility, wanting to stay because of profound mediating in the association.
- Continuity responsibility, the need to stay as a representative because of the prospect of hazard and cost in the event that they quit the association
- Normative responsibility, the need to stay as a representative because of the awareness of others' expectations of the commitment to should remain.

Organizations could utilize that this model need to accomplish Gen Z's responsibility inside association. According to (Wardhani, Qurniawati and Putra, 2020) said that the further exploration on Gen Z shows that mental capital that affects Gen Z's coherence responsibility. This indicates that grasping distinctions in their assumptions, level of good faith, viability, and versatility of each and every individual from Generation Z keep up with representatives' fulfilment in working along their association.

## **GENERATION Z:**

According to (McCrindle, 2011) the Attributes of Gen Z started during the extended time of 2000 or 1995 until 2009. The originally developed one was close by cutting edge innovations (Meret et al., 2018), specifically the quick advancement of how individuals convey and communicate (Singh and Dangmei, 2016). As per (Dolot, 2018), many investigations depict Generation Z as an associated, imparting, content-driven, electronic, and evolving age.

(McCrindle, 2011) stated that during their pre-adulthood or early adulthood, Gen Z has experienced an exceptional assortment of boosts, questionable monetary and socio-economic conditions which impacts the environmental change, globalization, developing variety, and nonstop change in their digitalization. These upgrades for sure influence how individuals from the age respond to certain question in specific conditions. They grew up, adjusting to changes that happened in the climate. They are bold, innovative, and never need drive (Garia-Fodor and Csiszarik-Kocsir, 2018).

Further knowledge of Generation Z and its impact on digitalization is an important one to consider is that they were brought up in a time with lot of significant changes, especially in their advances. Internet provided them lot of data needed for their improvisation. They came to know all about the communication means and advanced media more than anybody (Singh et al., 2016). They like to guarantee themselves as a "computerized local", because the innovations are normal for them (Williams, 2015). The capacity to work in both genuine and virtual universes as reciprocal to each other prompts a boundless measure of data that they could get (Dolot, 2018).

With lot of individuality and uniqueness it led to improvements and admittance to boundless data for generation Z so they will in general have a few qualities that are not the same as past ages. They are task-centered, have more choices than any time in recent memory, more taught, and refined (McCrindle, 2011). Having a phenomenal capacity and knowledge in engrossing and handling boundless data demonstrates a much more prominent capacity to perform various tasks and being useful as opposed to their ancestors (Iorgulescu, 2016).

It is likewise an obvious truth that "work jumping" is very normal and typical for them (Beckman, 2018) (Limón, 2019). The expression "work jumping" alludes to specific conditions in which a singular continues to switch between occupations. This conduct is most likely connected with the idea of hierarchical responsibility. Besides, both fulfilment and inspiration of work affect representative's obligation to the organization (Manalo, 2020). Subsequently, to keep up with their (Gen Z) inspiration to work and satisfy its sense of fulfilment in regarding to their association. It is exceptionally essential to distinguish work inclinations and get a knowledge towards their assumption for work (Agarwal et al., 2018).

## **METHODOLOGY:**

The first and foremost purpose of the systematic literature review paper is to have a search process, exclusion and inclusion criteria for the reviews collected (Briner et al., 2012). The systematic literature review helps to avoid uncertainties and biases to make a systematic trail (Denyer and Tranfield, 2009). First the relevant literature to our topic is identified and a literature search was done. The databases like Scopus, Elsevier, Research gate, Google scholar was used to collect the relevant reviews. The keywords with Boolean Connectors ("AND" and "OR") were used in literature search: "Gen Z",

“Generation Z”, “Work Fulfilment”, “Work Inspiration”, “Work Responsibility”, “Hierarchical Responsibility”. The search engine led to 165 unique results because Gen Z is a new research concept. More articles were available but it was beyond reviews scope.

## RESULTS AND DISCUSSION

(Arun Kumar, 2014) stated about the relationship between Employee motivation, Hierarchical Responsibility and Satisfaction among 118 respondents of Gen Z which infer that inspiration and occupation fulfilment altogether affects hierarchical responsibility. In the exploration paper, inspiration is deciphered as a mental quality prompting representative's obligation to the association. Consequently, the association needs to catch a masterful course of action to measure up to the assumptions and persuasive elements to keep the worker propelled. Thusly, through propelled representatives, the association could hope to upgrade the work fulfilment level and to assemble representatives' feeling of obligation to the association.

Continuing on toward the subject of age Z, it is expressed that remarkable qualities of every age will lead to a separation in their work inclinations and assumptions. (Schroth,2019) identified that measuring up to assumptions are critical as Generation Z will in general have hopeful thoughts that work will be an engaging one, significant, creative, so each and every employee at organisation will be regarded and consider their contemplations and thoughts.

Gen Z is another age that enters the labor force making it significant to set a knowledge and they comprehend up to plan a legitimate age blend to lay out legitimate correspondence and an extraordinary workplace (Gaidhani, Arora, and Sharma, 2019). On past examination led by (Kirchmayer and Fratricova, 2020), they found that the three most significant qualities that impact Gen Z is looking for work and potential chances to develop, getting a lot of cash, and a significant and extraordinary work. Schwabel's investigation as per Bridges assessment alluded by (Ghaidhani,2019). They accept that their schooling abilities and capacity are sufficiently not to confront genuine issues. Hence, they hope to get an opportunity to get a progression. Friendly and adaptable timetables are an inspiration for them. They additionally lean toward organizations that give the best innovation, since innovation is to their greatest benefit.

In the meantime, (Meret et al., 2018) one more examination was directed, which affirms Generation Z's arrangement in building and developing their future is done by getting a more significant level of schooling. Training creates an urgent marker for Z generation. Getting a more elevated impact and level of schooling implies having an incredible chance to foster their abilities, both delicate abilities and hard abilities. As to procedure to construct a splendid future, Gen Z wants to work at a worldwide organization instead of being a business visionary.

Meret et al., 2018 in his study found from a sum of 298 respondents with a typical age group of 22 years are sorted as individuals from Z generation. According to that information, we are able to presume that there are a few viewpoints which is significant for Z'ers. The most elevated answer recurrence which could likewise be interpreted as the main perspective is the chance to learn and foster themselves. This concept coordinates with the way that Gen Z values information and knowledge compared to other factors. The next significant perspectives for Gen Z are security and trust in job.

Discussing trust, one more examination done by (Young, 2020) with a sum of 2000 Z'ers in the US has made to an end that 67% of respondents guaranteed that others, both in public activity and working environment, couldn't be relied upon. It means they have a lot trust issues on other people compared to others. They have a serious area of strength for a which makes it very challenging to gain their trust. Straightforwardness and open correspondence play something urgent in laying out profound bonds with Gen Z. Moreover, as trust inside the labour force is concerned, Gen Z values toward trust seem to contrast from more established ages. As referenced previously, Gen Z values information the most, alongside encounters, and skill. Consequently, to acquire their regard and confidence in work is to have those factors (Lazanyi and Bilan, 2017).

Comparable examination likewise directed by (Ripple Match, 2018) segregating respondents' in-between orientation to picture the distinction. Hence, upward mobility comes to number two for men. In the meantime, women believe that community starts things out before up versatility. As a general rule, both of them are as yet worried about vertical portability and the local area. It is simply a question of positions. Having a decent arrangement in a lifelong way and having a steady and mutual work environment is both significant for them.

(Dwidienawati and Gandasari,2018) stated that as we hope to constantly have an amazing chance to gain knowledge and foster them as much as the craving to have a valuable chance to have different work jobs and adaptability, it very well may be interpreted that Generation Z has an inner issue of not being adequate. This goes to the after effect of exploration that directed on Generation Z, which presume that Gen Z isn't quite as sure as individuals naturally suspected they'd be. Thus, it would be considerably more liked if the organization offers a self-improvement program.

Organization esteem comes as the most recent one that age Z esteems likewise shows that Gen Z's confidence and trust inside the organization isn't generally affected by the name of the organization, they like to do explore on the company and make their own decision about the organization and conclude regardless of whether they need to work there. Pay that comes the second from the last markers that Generation Z values shows that it isn't exactly matter for them. They like to get a significant, intriguing and incredible work rather great remuneration.

## **CONCLUSION:**

As per research on Z'ers hierarchical responsibility, it implies that they have are of being more into exchanging between occupations than to remain in one for quite a while. This situation concerns managers, especially in keeping up with the organization pace of maintenance and turnover. By and by, many organizations these days actually have the outdated methodology in keeping up with its workers. They tend to receive high remuneration and their enormous work gives positive output. For more seasoned ages, it might turn out great. Z has its own assumptions and inclinations for a task. Money is clearly on their need list yet it isn't on their highest levels while thinking about a task. There are many factors that age Z expects and it is more than high remuneration. Thus, organizations ought to have a knowledge into the new age to figure out them.

The most referenced point while considering for a task is whether the organization gives improvement programs. They appreciate the ability and information which prompts the assumption for having the option to develop inside the organization by creating themselves to have better abilities and skills.

They lean toward occupations that require specific abilities and capacities. They appreciate having the option to work by carrying out their capabilities. They additionally esteem up versatility and improvement projects will offer them the chance to improve their capacity in accomplishing the ideal vocation way.

Gen Z values opportunity at work, concerning time as well as in the sort of work itself. As referenced previously, they appreciate having to work streamlining their abilities and capacities showing that having a significant occupation is significant for them. They make every moment count to do. Distinguishing what precisely makes it an extraordinary and significant occupation for Gen Z is essential to rouse and upgrade their work fulfilment. Then again, open correspondence with straightforwardness will be helpful in acquiring Gen Z's trust inside the organization. Generation Z will value relations and systems administration with full trust. Having a strong work environment with great connections between different representations will colossally spur them.

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