Gen-Z Perception towards Employee Satisfaction Amidst Digitalization Era in Jakarta, Indonesia

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Abstract: ***Purpose:*** *The purpose of this study is to examine how Gen-Z employees perceive the impact of workplace digitalization on their communication, collaboration, productivity, and overall employee satisfaction.* ***Design/Methodology/Approach****: A qualitative research approach was employed, involving semi-structured interviews with 16 Generation Z employees in Jakarta from diverse sectors. Data were analyzed using a coding framework to identify themes related to digitalization and employee satisfaction.* ***Findings****: The findings highlight the dual-edged nature of digitalization, emphasizing the need for organizations to thoughtfully integrate digital solutions that align with the unique preferences and expectations of Generation Z.* ***Practical Implications****: This research offers practical insights for businesses seeking to engage this generation, showcasing the importance of balancing technological advancements with human- centric workplace policies to sustain satisfaction and productivity in the digital era.* ***Originality/Value****: The study offers a fresh perspective on how digitalization influences employee satisfaction among Generation Z in Jakarta, highlighting its dual impact through a qualitative lens.*

INTRODUCTION

The development of technology at this time paves the way for human civilization, especially in the world of work or business. One of these technological developments is digitalization, which includes the application of information technology, communication, and Artificial Intelligence (AI). All aspects of this digitalization certainly impact the daily lives of workers in running their company's operations. These workers are also divided into several generations. According to Malik & Khera (2014), a generation is a term used to describe a group of people born within a certain time frame. The generation that is currently growing rapidly is Generation Z.

Generation Z, abbreviated as Gen-Z, is a generation with a rapidly increasing number of

workers in the digital era (Putri, 2024). Gen-Z, born between 1997-2012, is a generation that has different characteristics from previous generations. Gen-Z prioritizes employee satisfaction over wages or salaries. This is based on the character of Gen-Z, which emphasizes the balance between work life and personal life (Putri, 2024). Therefore, Gen-Z prioritizes the balance between work life and personal life, known as work-life balance. Generation Z has a unique relationship with digitalization, considering they are a generation that grew up in an era fully connected digitally. Technology is not just a tool but also a structured part of their daily lives, including in the workplace. According to Firamadhina & Krisnani, (2021), Generation Z was raised in the digital and technological era, making digital and technology central to their lives and identity. They are also more comfortable working remotely or in flexible work environments, thanks to digital technology that enables remote collaboration.

According to Lund et al. (2021), after the pandemic ends, 20-25% of workers can work remotely for three days a week. This has led many employees to choose to work remotely, of course with the help of digital technology that they use to work anywhere and anytime. Digitalization also allows them to access information quickly, learn independently through digital media, and manage tasks more effectively. By working remotely, Gen-Z workers can balance their personal and work lives. Therefore, digitalization not only affects how they work but also their expectations of the work environment, including preferences for flexibility, openness, and transparency, which are often facilitated by technology to create employee satisfaction.

Employee satisfaction is one of the important elements in the success of an organization. It refers to the level of individual satisfaction with their roles and responsibilities at work, influenced by various factors such as the work environment, relationships among employees, balance between personal life and work, and career development opportunities. According to Bueechl et al. (2021), employee satisfaction is one of the key predictors of company or organizational effectiveness. High levels of employee satisfaction are often associated with increased productivity and employee loyalty. In this digital era, new factors such as technological developments and work flexibility increasingly play a role in shaping employees' perceptions of their employee satisfaction. Therefore, understanding the factors that drive employee satisfaction is essential for companies that want to maintain the quality of their employees' work and create a conducive work environment for individual and organizational growth.

The present study aims to explore how digitalization among Gen-Z employees in the workplace facilitates employee satisfaction. This research seeks to understand the perceptions of Gen-Z workers regarding the integration of digital technologies in their daily tasks and how these technologies foster their overall employee satisfaction. The study also examines the ways in which digital tools and platform enhance communication, collaboration and productivity among Gen-Z employees. The research question is thus formulated as "How do Gen-Z employees perceive the impact of digitalization on their employee satisfaction?".

LITERATURE REVIEW
Digitalization

Digitalization has become a major factor in transforming the way companies operate enabling organizations to enhance efficiency, productivity, and flexibility especially in small and medium-sized enterprises. According to Bueechl et al. (2021), the implementation of digital technologies, such as cloud solutions and collaborative software, has simplified administrative tasks and increased process efficiency. This contributes to increased productivity and employee satisfaction, especially for those accustomed to digital technology. Young employees, especially the "digital generation," are particularly adaptive to these technological shifts. They view digital

tools as opportunities to increase work flexibility and streamline processes, which aligns with the findings of (Vial, 2019), who emphasized that digital transformation fosters productivity by integrating technology into daily operations. While digitalization offers benefits such as improved remote work capabilities and better work-life balance, it also introduces risks. Cybersecurity challenges and data privacy concerns remain prominent issues, with poorly managed risks potentially eroding employee trust and satisfaction. Additionally, while technology can enhance employee satisfaction, other factors such as organizational culture, leadership style, and relationships among colleagues still play a crucial role in maintaining overall employee well-being.

Generation-Z

A generation is a term used to describe a group of people born within a certain time frame. Generation Z, born between 1997 and 2012, has unique characteristics that distinguish them from previous generations, especially in the context of the workplace. They grew up in the digital era, where technology is an integral part of daily life. This influences how Generation Z interacts with their work and work environment. Personality and motivation are two main factors that determine the work productivity of Generation Z (Putri, 2024). An open and flexible personality allows them to adapt more easily to changes, while intrinsic motivation drives them to work with commitment and enthusiasm.

Generation Z tends to seek meaning and purpose in their work. They prefer jobs that have a positive impact and align with social values, such as sustainability and social responsibility. Additionally, they value flexibility in work hours and locations, which allows them to achieve a balance between personal and professional life. This study emphasizes the importance for companies to understand and respond to the preferences of Generation Z in order to create a work environment that supports productivity and well-being.

In the context of technology, Generation Z is highly connected to digital devices and leverages their multitasking skills and flexibility in adapting to new technologies. This enables them to work effectively in dynamic work environments. A deep understanding of the personality and motivation of Generation Z will help companies design more effective management strategies, ultimately enhancing their productivity and employee satisfaction.

Employee Satisfaction

Employee satisfaction is an important factor that influences employee productivity and well-being (Budie et al. 2019). Employee satisfaction is a psychological factor where an employee's perception of various aspects of their work can affect their satisfaction (Bueechl et al., 2021). A healthy work environment has been proven to have a positive impact on employee satisfaction, both physically, mentally, and socially. According to research by (Voordt & Jensen, 2023), a work environment that supports physical health, such as natural lighting, good ventilation, and noise control, has a direct impact on well-being and employee satisfaction. This study also highlights that open-plan offices often have a negative impact on employee satisfaction, particularly in terms of privacy and high noise levels, although improving environmental conditions can mitigate these negative effects.

Employee satisfaction is also closely related to other aspects, such as productivity and operational costs. A healthy and thriving work environment can increase employee productivity by enhancing motivation and performance (Budie et al., 2019). Additionally, creating a work environment that supports health can be an effective investment for companies as it can reduce costs associated with absenteeism and employee turnover. Therefore, employee satisfaction is not

only important for individual well-being but also provides long-term benefits for the organization as a whole.

Furthermore, a company's business model can also affect employee satisfaction (Bueechl et al., 2021). Companies that still adopt traditional business models, where work is not integrated and digitized, can cause employees to lose motivation to work, especially in certain generations (Bueechl et al., 2021). By following or adapting business models that align with current developments, employee satisfaction can increase. Therefore, digitalization and smooth workflows are very likely to facilitates an employee's satisfaction.

Job Characteristics Model Theory

The Job Characteristics Model (JCM), initially introduced by Hackman and Oldham, offers a comprehensive framework for understanding how the design of jobs influences employee motivation and satisfaction (Meynhardt et al., 2024). This model emphasizes five core dimensions that shape employees' perceptions of their roles.

The first dimension, skill variety, refers to the range of different activities and skills required in a job. Jobs that demand a diverse skill set are more engaging and contribute to employee satisfaction. Task identity represents the degree to which a job allows employees to complete a whole, identifiable piece of work. Greater task identity enhances employees' connection to the outcomes of their efforts. Task significance is the perceived importance of a job's impact on others, which fosters a sense of purpose and meaning in work.

The model also highlights the role of autonomy, or the freedom employees have in making decisions about how to perform their tasks. High autonomy fosters ownership and responsibility for work outcomes. Finally, feedback refers to the clarity and frequency of information employees receive about their performance. Feedback enables employees to adjust and improve their efforts, contributing to both effectiveness and satisfaction.

These five dimensions contribute to three critical psychological states: experienced meaningfulness, driven by skill variety, task identity, and task significance; experienced responsibility for outcomes, influenced by autonomy; and knowledge results, supported by feedback. These psychological states collectively enhance intrinsic motivation, job satisfaction, and overall performance (Meynhardt et al., 2024a)

RESEARCH METHOD

To address the research question, this study employs a qualitative method, specifically through semi-structured interviews with 16 Gen-Z employees working in various sectors in Jakarta, Indonesia. This approach is deemed relevant to understands the nuanced perspectives of Gen-Z regarding digitalization in the workplace. The study is exploratory in nature, aiming to delve deeply into the unique relationship Gen-Z has with digital technology considering they are a generation that has grown up in a fully digitally connected era. Jakarta, as a rapidly developing urban center, provides a rich context for this study due to its diverse workforce and varying levels of technological adoption across different industries. This study aims to contribute to the understanding of how digitalization facilitates employee satisfaction among Gen-Z, offering insights that could inform organizational strategies and policies to better engage this generation in the workplace.

RESULT AND DISCUSSION
Data Collection
Interviewee

Interviews were conducted between October and November 2024, both in person and via Zoom with each respondent. Each interview lasted between 20-40 minutes. The interviews were conducted in either Indonesian or English, depending on the interviewee. All interviews conducted in Indonesian were subsequently translated into English without altering their meaning.

Table 1. Interviewee Profile from the Research

Interviewee Profile

Code	Name	Gender	Age	Position	Work Period (Years)	Company Sector
P1	A	Female	26	VD Partnership	2 Years	Healthcare
P2	B	Female	26	Staff	2 Years	Telecommunication
P3	C	Female	27	Staff	3 Years	Marketing Agency
P4	D	Female	26	Staff	4 Years	E-commerce
P5	E	Female	23	Staff	5 Years	Film
P6	F	Female	24	Account Executive	2 Years	PR Agency
L1	G	Male	24	Staff	< 1 Year	Politics
L2	H	Male	27	Manager	< 1 Year	E-commerce
L3	I	Male	27	Director	< 1 Year	Music
L4	J	Male	23	Partner	1.9 Year	Housing
L5	K	Male	24	Staff	1 Year	Manufacturing
L6	L	Male	24	Associate	2 Years	Legal
L7	M	Male	24	Staff	1.4 Year	Oil and Gas
L8	N	Male	24	Staff	1.2 Year	Oil and Gas
L9	O	Male	24	Manager	1 Year	Banking
L10	P	Male	26	Staff	1.5 Year	Property Management

Source: Data processed by the authors using Microsoft Excel

Data Analysis

In data analysis, we used a descriptive method by coding, classifying, and interpreting data objectively to understand the factors that facilitates Gen Z employee satisfaction. The coding process is a simple process of identifying meaningful parts of the data and labeling them with codes, which are symbolically defined to represent concise, essential, striking, and/or evocative attributes of language-based or visual data segments (Linneberg & Korsgaard, 2019). Coding involves identifying parts of text or other data, such as photos and images, to find concepts and relationships, in this case, categorizing each interview response into specific thematic codes.

Coding is not just about labeling but serves as a theoretical framework (Garvey & Jones, 2021) This can occur because the identified coding, in other words, serves as a guide to navigate the data, identify patterns, and make interpretations relevant to the research being conducted (Garvey & Jones, 2021), namely employee satisfaction among Gen Z employees. In this study, coding was conducted separately by researchers on 16 interview transcripts to ensure more reliable and diverse interpretations. This approach helps build a comprehensive understanding of Gen Z employee satisfaction.

Data Processing and Findings

Based on the findings obtained through semi-structured interviews, the following table

summarizes our interview results. From these interviews, various perceptions regarding digitalization and how it drives employee satisfaction were identified. These findings provide deep insights into how the implementation of digitalization can affect employee work experiences and productivity.

Tabel 2. Interviewee Responses from the Research

Main Coding Theme/Concept	Sub-Theme	Representative Quotes
Common Perception of Digitalization	Gen Z's nature of work	*"Generation Z is accustomed to technology, preferring digital tools such as electronic signatures and work-from-home arrangements, while older generations, like boomers, prefer conventional methods and face-to-face interactions due to challenges in digital adaptation..."* - L8
	Basic Requirement of Workplace	*"In our company, which is an agency, we all definitely need to use digitalization, even simple tools like Microsoft Word, etc., to generate documents and ideas."* – P6
Digitalization	Digitalization Experiences	*"Digital technology greatly simplifies work processes, especially through the integration of applications and the use of dashboards for reporting."* – P3
		"Digital mixers and inventory systems make our work easier. For example, we can set presets and switch channels easily, ...becoming much more efficient compared to traditional analog systems." – L3
	Digitalization Adaptation	"... Gen-Z generally has a higher openness to digital technology because they grew up in the internet and smartphone era. They tend to be more adaptive in using digital tools and sharing information online. However, in the generations above us, there are still many who are not 'tech-savvy'." – L1
		"... encouraged to learn through company- provided training. However, there are differences in expectations between the younger and senior generations." – L8
	Productivity / Efficiency of work	"With the user-friendly time sheet, work becomes more efficient, especially compared to manual time sheets." – L7
		"... Generally using email, Microsoft Teams, or WhatsApp for communication." – L10
Workplace Dynamics (Karhapää et al., 2024)	Coordination	"... Coordination is carried out through various media such as Microsoft Teams, WhatsApp, and email, providing flexibility in daily communication." – P1
		"At the office, it's more focused, while at home there

		are many distractions. The office work environment is more supportive of productivity..." – P2
	Workplace Environment	*"... the expectations for my project are high, so I go to the office more often, even though I actually prefer working from home." – P3*
	Workplace Efficiency	"Operationally, it is very helpful because our team is scattered, with a global presence. So, digital technology greatly enhances work efficiency..." – P3
		"Sometimes there are also errors in the system..." – P1
Challenges and Aspirations	General Challenges	*"Digitalization provides efficiency..., ... Workload also becomes a challenge in utilizing flexibility." – P2*
	Generational Gap	"Gen Z generally accepts digital changes more openly because they were raised amidst technological advancements." – L5
	Aspirations	"I hope my company (Bank X) continues to develop technology, especially by integrating AI for processes like approval..." – L9
		"We hope to replace Excel with a more advanced CRM system to better manage customers..." – L4
Employee Development and Satisfaction	Employee Satisfaction	"... feel satisfied with digitalization because it greatly helps their workflow and shortens time, allowing more other tasks to be completed ..." – L8
		"Digital tools have enhanced creativity and accessibility in our work ..." – P5
	Employee Growth	*"Switching from basic Excel usage to more advanced software systems will make processes faster and more reliable for handling large-scale data." – L4*

Source: Data processed by the authors using Microsoft Excel

Common Perception of Digitalization

Digital perception among Generation Z has become deeply normalized, essentially woven into their daily lives rather than seen as innovation. Born between 1997 and 2012, Gen-Z grew up during a time of rapid technological advancement, with digital innovations like AI becoming integral to their routines (Putri, 2024; Verganti et al., 2020). For instance, predictive analytics (an AI application) was used to assess the potential of *House of Cards* in collaboration with Media Rights Capital (Verganti et al., 2020). Generation Z's use of technology spans both personal and professional realms (Janssen & Carradini, 2021; Lidija et al., 2017), adapting digitalization for various needs—whether it's engaging in social media during leisure or leveraging AI-driven platforms for work. Unsurprisingly, digitalization greatly enhances employee satisfaction, particularly for this generation that is adept with technology.

Generational differences significantly shaped perceptions of digitalization. For Generation Z employees, using technology felt second nature rather than novel, which enabled them to

optimize it for everyday tasks. In contrast, older generations like Baby Boomers faced greater challenges adapting, as they did not grow up in the digital era (Berkup, 2014). This was highlighted in an interview with respondent L8, who noted that adapting to digital tools requires more effort for older generations:

"Generation Z is accustomed to technology, preferring digital tools such as electronic signatures and work-from-home arrangements, while older generations, like boomers, prefer conventional methods and face-to-face interactions due to challenges in digital adaptation..." - *L8*

Aligned with our findings, Generation Z was undoubtedly more tech-savvy than older generations like Boomers and Generation X (Berkup, 2014). Gen Z was known to be the forerunner to ease of access to technology and development, which, as they reach their working age, they were easily adaptable to digitalization, unlike the prior generations (Berkup, 2014). This demonstrated differing workplace perceptions of digitalization, with not all generations equally familiar or comfortable with technology. Moreover, Generation Z's strong association with technology stems from certain jobs that demand unavoidable tech integration. Industries like agencies, IT, and communication-based companies relied heavily on technology to streamline and ensure task completion (Brockhaus et al., 2023). Respondent P6 emphasized how essential technology was in their workplace, particularly in an agency setting where clients often expected deliverables via digital platforms:

"In our company, which is an agency, we all definitely need to use digitalization, even simple tools like Microsoft Word, etc., to generate documents and ideas." – *P6*

As highlighted by these interviews, digital technology had become a fundamental requirement in today's workplaces. Modern work environments relied heavily on digital tools to support day-to-day operations.

Digitalization

Digitalization while universally beneficial in improving efficiency and streamlining processes, required nuanced approaches for adaptation across different generational cohorts. Gen Z's familiarity with technology gave them a natural advantage in leveraging digital tools. It had significantly transformed workplace operations, enhancing both ease and efficiency (Oosthuizen, 2022). Tools like integrated dashboards and digital inventory systems had proven to be pivotal in streamlining tasks, as highlighted by P1 and L3.

"Digital technology greatly simplifies work processes, especially through the integration of applications and the use of dashboards for reporting." – *P1*

She emphasized how digital dashboards facilitated reporting processes, reducing manual efforts and increasing speed.

"One example is our CRM system. It consolidates all customer data and leads generated from Meta and Google ads. This enables our sales team to follow up quickly using WhatsApp blasting. Without these tools, managing leads manually would be time-consuming and inefficient." – *L4*

Another example from L4 is that technology enhances productivity by streamlining data management and communication processes, allowing the sales team to focus on more strategic tasks, echoing the findings of Vial (2019), who explored the role of digitalization in driving workplace productivity through technology integration. Vial's research highlights the enhanced capabilities brought about by digital technologies, which significantly increase the amount of information available, boost computing power, and improve communication and connectivity. As a result, organizations can access and process vast amounts of data more efficiently, leading to

better-informed decision-making. Enhanced communication tools facilitate seamless interaction among team members, regardless of their physical location, fostering collaboration and innovation. Additionally, improved connectivity allows for the integration of various systems and devices, creating a more cohesive and responsive operational environment. These capabilities collectively empower organizations to operate more effectively and adapt swiftly to changing market conditions.

"... Gen-Z generally has a higher openness to digital technology because they grew up in the internet and smartphone era. They tend to be more adaptive in using digital tools and sharing information online. However, in the generations above us, there are still many who are not 'tech-savvy'." – L1

Adaptation to digitalization varied significantly across generations. As stated by L1, Gen Z demonstrated a higher openness to digital tools, largely due to their upbringing in an era dominated by the internet and smartphones. Parallel with Prensky (2001), who described "digital natives" as being tech-savvy who naturally inclined to embrace and adapt to technology. On the other hand, older generations faced more significant challenges due to limited exposure to such advancements during their formative years (Berkup, 2014; Meyer, 2007).

"... feel satisfied with digitalization because it greatly helps their workflow and shortens time, allowing more other tasks to be completed ..." – L8

L8 emphasized how training programs offered by companies play a crucial role in helping senior employees adapt to digital tools, but generational differences in expectations remain evident. This was consistent with findings from Helsper & Eynon (2010) which underscored the digital divide across age groups and the importance of tailored training programs in fostering inclusivity in technology adoption.

"With the user-friendly time sheet, work becomes more efficient, especially compared to manual time sheets." – L7

The integration of user-friendly digital tools, such as time sheets mentioned by L7, directly contributed to increased productivity and efficiency in the workplace. These tools minimized errors, saved time, and streamlined administrative processes. The shift from manual to digital systems reflected broader trends in workplace innovation, as noted by Davenport & Kirby (2016), who argued that digital tools enabled organizations to maximize efficiency by leveraging technology to reduce complexity in daily operations.

Workplace Dynamics

Workplace dynamics reflected how communication, environment, and operational practices affected employee productivity and collaboration within an organization. Digital tools and workspace configurations played a pivotal role in shaping these dynamics. Effective coordination was increasingly supported by digital platforms such as Microsoft Teams, WhatsApp, and email, which enabled flexible and seamless communication (Karhapää et al., 2024).

"... Coordination is carried out through various media such as Microsoft Teams, WhatsApp, and email, providing flexibility in daily communication." – P1

Parallel to the findings of Karhapää et al (2024), the use of multiple communication channels, such as Microsoft Teams, WhatsApp, and email, enhanced coordination by allowing quick and flexible exchanges. This was particularly important for geographically dispersed teams, where traditional face-to-face communication was not possible. Aligned with Olaniyi et al. (2024) who emphasized the significance of digital tools in enhancing workplace collaboration.

"At the office, it's more focused, while at home there are many distractions. The office work environment is more supportive of productivity..." – P2

The physical environment played a significant role in shaping productivity. In office settings, employees often experienced fewer distractions, leading to better focus and higher work efficiency. This was especially true compared to remote work, where home distractions could interfere with concentration. According to Vial (2019), digital transformation required a balance between technological advancements and a human-centered approach to workplace design. By integrating supportive physical environments alongside digital tools, organizations could create workspaces that fostered both productivity and employee engagement, addressing the diverse needs of modern workers.

"Operationally, it is very helpful because our team is scattered, with a global presence. So, digital technology greatly enhances work efficiency..." – P3.

The integration of digital tools improved operational efficiency, particularly for globally dispersed teams. Digital tools such as communication platforms (e.g., Microsoft Teams, Zoom) and collaborative software (e.g., cloud-based project management tools) allowed team members to stay connected, share information seamlessly, and coordinate tasks effectively despite time zone differences and physical distances. This improved coordination led to faster decision-making, streamlined workflows, and a more cohesive team dynamic, ultimately boosting productivity.

However, while office settings could be adjusted to support employees' work, not all employees were suited for a work-from-office scheme. For some, commuting to work offered daily benefits, but Gen Z employees, who prioritized general wellness and psychological well-being, tended to disagree with the hassle of going to the office (Dudija & Apriliansyah, 2024). They were more likely to prefer working from home, as it provided better organization and balance, allowing them to manage both professional and personal lives simultaneously (Dudija & Apriliansyah, 2024; Shao, 2022). This sentiment was evident from the following interview quote:

"... the expectations for my project are high, so I go to the office more often, even though I actually prefer working from home." – P3

With greater technological support for employees, the pressure and demand for work had also increased, leading to heavier workloads. Despite this, they still needed to work from the office. As seen in the quote, Gen Z employees preferred working from home, particularly when their workload increased. This preference stemmed from the desire to maximize their output by eliminating the inefficiencies associated with commuting and office-based distractions (Lazar et al., 2023).

Aligned with Hackman and Oldham's Job Characteristics Model (JCM), the interplay between digital tools and workplace environments highlighted the importance of creating jobs with high motivational potential (Ali et al., 2014). The JCM posits that autonomy, task significance, and feedback are key to enhancing employee satisfaction and productivity (Ali et al., 2014). Digital tools, such as Microsoft Teams and collaborative software, inherently provided autonomy by enabling employees to manage their tasks flexibly, especially in remote settings. Additionally, the ability to receive instant feedback through these platforms ensured continuous improvement and alignment with team goals. For office settings, task significance was amplified when employees experienced focused environments that supported high-impact work. Together, the integration of physical workspaces and digital tools, as seen in the findings, reflected the balance emphasized by the JCM. This balance catered to diverse employee needs while fostering engagement, productivity, and collaboration across both remote and in-office settings.

Challenges and Aspirations

The ever-growing digitalization in this era meant system updates and evolving software, it

was unlikely that the technological advancement that was experienced in these current days stayed as it is (Al-Emran & Granić, 2021). Ergo, digitalization, while offering efficiency, came with challenges such as system errors and the additional workload required to adapt to new systems.

"Sometimes there are also errors in the system..." – P1

System errors, as mentioned by P1, highlight the technical hurdles that can disrupt operations, such as technical issues in digital systems can compromise operational efficiency (Bouwman et al., 2018). These issues not only disrupt employees' workflow but also negatively impact their overall satisfaction, which could decline without the ease and efficiency of work (Pramitha et al., 2022). Maintaining a smooth workflow to achieve output is equally crucial.

"Digitalization provides efficiency..., ... Workload also becomes a challenge in utilizing flexibility." – P2

Moreover, while digitalization could significantly improve work efficiency, digitalization also introduced challenges, particularly related to workload management. The flexibility offered by digital tools can sometimes lead to an expectation of constant availability, which could increase stress and led to digital fatigue (Prasad, 2021). Generational differences significantly shaped how digital tools were perceived and utilized. Gen Z's familiarity and openness to technological advancements reflected their upbringing in a tech-dominated era, as highlighted by L5.

"Gen Z generally accepts digital changes more openly because they were raised amidst technological advancements." – L5

This is consistent with the observations of Prensky (2001), which characterized Gen Z as "digital natives" who quickly adapt to new technologies compared to older generations. In contrast with that of older generations who often needed more time and training to adjust, emphasizing how generational differences affected digital adoption rates and workplace collaboration (Berkup, 2014).

Employee Development and Satisfaction

Employee satisfaction, for one, was influenced by numerous factors. One of these was the ease of working without hassle while in the workplace (Pramitha et al., 2022). Employees following a work-from-office scheme often dealt with multiple external factors that affected satisfaction, such as traffic during commutes or personal issues (Zhang et al., 2023; Pramitha et al., 2022). It became essential for their work to proceed as smoothly as possible. Employee satisfaction had the potential to lead to a brighter future for both the company and the individuals, fostering personal and professional growth. Therefore, enhancing employee satisfaction was pivotal in nurturing their development.

To establish a hassle-free working environment in the digital era, the software and technology provided by offices needed to function accurately and promptly. Workflow issues often presented significant challenges to employees striving to achieve their professional goals. Complicated workflows without proper tools created obstacles, highlighting the necessity of digital advancements in accomplishing tasks. Employees tended to feel more satisfied when they could reduce the time spent on specific projects (Shao, 2022). This allowed them more free time for other professional and personal activities, which was critical to many (Shao, 2022; Zhang et al., 2023).

This was particularly true for Generation Z, who consistently emphasized the importance of a healthy work-life balance, a supportive work environment, and psychological well-being (Dudija & Apriliansyah, 2024). As Gen Z workers were shown to have greater "digital

connectedness", it posits with the development of anxiety and stress (Dudija & Apriliansyah, 2024). On the other hand, without digitalization, where processes were manually driven, achieving such balance would have been nearly impossible. Being born during an era of rapid technological advancements, Gen Z was accustomed to utilizing technology and relied on it to enhance their satisfaction at work.

These observations were supported by interviews, which frequently revealed that Gen Z workers felt satisfied when digitalization facilitated their workflows and increased efficiency. As L8 mentioned:

"... feel satisfied with digitalization because it greatly helps their workflow and shortens time, allowing more other tasks to be completed ..." – L8

This statement illustrated how digitalization streamlined their workflow, freeing up time to address additional tasks. Gen Z was motivated to work and achieve professional targets with the right tools. They preferred productivity methods that might have appeared rigid or uptight to other generations but, in reality, aimed to maximize their capabilities through advanced digital tools (Dudija & Apriliansyah, 2024; Lazar et al., 2023).

Moreover, digitalization allowed them to focus not only on their assigned projects but also to explore other areas of their work, fostering creativity and producing excellent results (Wulur & Mandagi, 2023). This was evident in P5's statement:

"Digital tools have enhanced creativity and accessibility in our work ..." – P5

P5's quote highlighted how digital tools, such as Microsoft software and tailored applications, enhanced accessibility and creativity. This accessibility provided employees with resources and knowledge to improve their outcomes, leading to innovative ideas, often described as characteristic of Gen Z's organic working style.

However, it was also clear that, despite technological advancements, constant improvement of tools was necessary (Al-Emran & Granić, 2021). Some argued that baseline technology was outdated and inadequate for current demands (Al-Emran & Granić, 2021). This perspective was reflected in L4's statement:

"Switching from basic Excel usage to more advanced software systems will make processes faster and more reliable for handling large-scale data." – L4

This quote underscored the limitations of basic systems, which could no longer meet the requirements of complex data processing. The demand for advanced software systems was evident, as modern work became increasingly varied and demanding. The need for continuous adaptation to evolving technology contributed to employee growth. Gen Z, with their technological proficiency, was expected to play a key role in shaping the future workplace.

Limitation

This study has certain limitations that should be acknowledged. First, the research utilized a qualitative approach with a relatively small sample size of 16 participants, which may not fully capture the diverse experiences of the broader Gen Z workforce in Jakarta. Second, the study was conducted exclusively in Jakarta, an urban area with advanced digital infrastructure, which limits the generalizability of the findings to other regions, particularly rural areas or locations with differing levels of technological development. These constraints highlight the need for future research to include larger, more diverse samples and explore perspectives from a wider range of geographic contexts.

Discussion

This study offers valuable insights into how digitalization shapes employee satisfaction

among Generation Z (Gen Z) workers in Jakarta. It highlights that digital tools play a central role in enhancing productivity, flexibility, and communication—key elements contributing to job satisfaction for this cohort. Supporting the theory proposed by Hackman and Oldham's Job Characteristics Model, the findings affirm the significance of autonomy, skill variety, and feedback in fostering employee engagement (Meynhardt et al., 2024), aligning seamlessly with the preferences and traits of Gen Z.

The qualitative findings illustrate how Gen Z employees benefit from digitalization through streamlined workflows, improved collaboration via tools like Microsoft Teams, and greater accessibility to essential resources. Respondents shared experiences of using tools such as CRMs and time sheets to simplify tasks and reduce manual work, enhancing their sense of accomplishment. These results align with Vial's (2019) findings on the role of digital transformation in driving workplace productivity through the integration of technology. Furthermore, digital tools support work-life balance—a crucial aspect for Gen Z—by enabling remote work and offering flexible arrangements, a point echoed by Lund et al. (2021).

However, challenges persist, as highlighted by participants. Digital fatigue, system errors, and the pressures of constant connectivity emerged as significant concerns, revealing the complex, dual-edged nature of digitalization. While Gen Z employees generally adapt well to technological advancements, differences in digital literacy and expectations across generations often lead to workplace tensions. This underscores the need for organizations to implement tailored training programs and foster a culture that bridges these generational divides in technology use.

The findings also reflect the broader dynamics of workplace environments, emphasizing the necessity of integrating human-centric approaches alongside digital advancements. Participants noted that well-designed physical workspaces are crucial for minimizing distractions and fostering focus, especially as hybrid work models become increasingly prevalent. These observations align with research by (Voordt & Jensen, 2023), who emphasize the interplay between environmental design and employee satisfaction. Collectively, the study underscores the importance of strategic digital adoption and supportive workplace policies to sustain employee satisfaction and productivity in a digital era.

CONSLUSION

Digitalization has emerged as a defining factor in employee satisfaction for Gen Z workers in Jakarta. This research demonstrates that digital tools enhance productivity, communication, and work-life balance, aligning with Gen Z's values and expectations. Supporting previous theories and research, such as Hackman and Oldham's Job Characteristics Model, this study reinforces the idea that meaningful work design, combined with technological integration, is essential to employee engagement.

Despite its benefits, digitalization poses challenges, such as digital fatigue, inefficiencies from system errors, and intergenerational gaps in adapting to technology. Addressing these challenges requires companies to invest in tailored solutions, such as training programs, mental health support, and policies that balance technological advancements with human-centric approaches.

By aligning workplace strategies with Gen Z's unique preferences, organizations can foster a more satisfied and productive workforce. Future research could explore cross-industry differences or analyze how digitalization impacts other generational cohorts, providing deeper insights into the evolving dynamics of digital workplaces.

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