

GENERATION Z IN ENERGY INDUSTRY: PARADIGM SHIFT IN ORGANIZATIONAL DYNAMICS

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Masuk : 28-11-2023, revisi: 04-12-2023, diterima untuk diterbitkan : 15-03-2024

ABSTRAK

Penelitian konseptual ini mengeksplorasi bagaimana sebaiknya perusahaan di industri energi melakukan pendekatan Manajemen Sumber Daya Manusia (SDM) yang berkelanjutan untuk Generasi Z. Peneliti menganalisis kesamaan dalam pendekatan ini dengan membandingkan hasil survey *Industrial Report* beberapa institusi terkemuka dengan jurnal penelitian empiris terkait Gen Z di industri energi. Ini memungkinkan perbandingan praktik dan perilaku SDM yang berkelanjutan dengan mempertimbangkan faktor-faktor yang memengaruhi elemen ekspektasi karir yang telah ditentukan. Pendekatan ini melibatkan perbandingan teknis berbagai literatur menggunakan konstruk yang telah ditentukan untuk mencapai tujuan penelitian. Mengingat keterbatasan studi dalam lingkungan organisasi dan industri yang serupa, harapannya adalah penelitian ini dapat memberikan wawasan baru bagi organisasi untuk menyiapkan strategi yang paling tepat dalam mendukung keberadaan karyawan Generasi Z di lingkungan industri energi yang kompetitif sekaligus memastikan kinerja optimal untuk mendukung program Pemerintah di masa depan.

Kata Kunci: Industri Energi, Generasi Z, Stabilitas Pekerjaan, Keseimbangan Kehidupan Kerja dan Pribadi, Budaya Organisasi

ABSTRACT

This conceptual research explores how companies in the energy industry should approach Sustainable Human Resource Management (HRM) for Generation Z. The researcher analyze the similarities in these approaches by comparing survey results from Industrial Reports of several leading institutions with empirical research journals related to Gen Z in the energy industry. This enables a comparison of sustainable HRM practices and behaviors by considering factors that influence predetermined career expectation elements. This approach involves a technical comparison of various literature using predefined constructs to achieve the research objectives. Given the limitations of studies within similar organizational and industrial environments, the hope is this research able to provide new insights for organizations to devise the most appropriate strategies in supporting the presence of Generation Z employees in the competitive energy industry environment while ensuring optimal performance to support future Government programs.

Keywords: Energy Industry, Generation Z, Job Stability, Work/Life Balance, Organizational Culture

1. INTRODUCTION

As a country abundant in natural resources, Indonesia has significant potential to increase the value of its non-oil and gas exports, particularly in non-oil and gas energy sources such as coal (Wibowo, 2020). Indonesia is one of the coal exporters that plays a crucial role as a coal supplier in the international market, contributing around 26.8% (BP, 2021). Amidst the rampant issues regarding the use of clean & renewables energy and net zero emissions, according to (BP, 2021), Indonesia is one of the world's coal-producing countries, contributing 8,5% to the total global production and ranking 3rd after China and India. This situation has an impact on the use of coal-fired power plants. According to (EMBER, 2021) the dominance of coal in Indonesia's hybrid power generation is increasingly entrenched in recent years. Coal-fired power generation continues to grow in Indonesia from 117 TWh in 2015 to 168 TWh in 2019, and this growth has increased the coal market share to 60% in 2019, up from 53% in 2015. (EMBER, 2021) stated that the use of

coal for electricity generation was estimated to have only experienced a slight decrease (-1.4%) in 2020, even with the presence of Covid-19 and the halt in electricity demand growth. The development of coal-fired power generation is expected to continue in Indonesia after electricity demand growth recovers to pre-pandemic levels, considering coal is highly attractive to the government as a cheap and reliable source of electricity energy.

One factor that will support the growth of the coal-fired power industry both now and in the future is the increasing demographic of Indonesia's productive population. According to the results of the 2020 population census by (BPS, 2020) as showed on Table 1, Generation Z or Gen Z and Millennials dominate the majority of Indonesia's population. Gen Z comprises 27,94 percent of the total population, while Millennials make up 25,87 percent. Thus, when combined, these two productive generations account for more than 50% of Indonesia's total population. If this condition is effectively utilized, the demographic bonus can be seized as an opportunity for the government to boost the country's economy through achieving the 100% Electrification Ratio target by 2024. This target as stated by the President Director of PLN (the Indonesian State Electricity Company) on the 78th National Electricity Day (HLN) at October 27, 2023 (PLN, 2023) and re-confirmed by the Minister of Energy and Mineral Resources (Indonesia.go.id, 2024), with the significant contribution of coal-fired power plants among them as showed at Table 2.

Table 1. The Dominance of Gen Z in Indonesia's Population as of 2020
Source: (BPS, 2020)

GENERATION NAME	PERCENTAGE POPULATION
Gen Z	27,94
Millennial	25,87
Gen X	21,88
Baby Boomer	11,56
Post Gen Z	10,88
Pre Boomer	1,87

Table 2. BPS 2023 – Electricity Statistic 2018-2022
Source: (BPS, 2023)

GENERATOR TYPE	PLTA (HYDRO)	PLTU (COAL-FIRED)	PLTG (GAS ENGINE)	PLTD (DIESEL ENGINE)	PLTGU (GAS & STEAM TURBINE)	OTHERS (GEOTHERMAL, MINI-HYDRO, SOLAR)
Installed Capacity of Power Plants (MW)	6.011,83	37.203,0	4.880,30	4.233, 33.	14.299,98	6.715,32
% of Electricity Generated from Total	8%	65%	2%	2%	13%	11%

However, an issue arises because various surveys indicate that Gen Z tends to have a higher turnover intention, meaning they are more likely to switch jobs relatively quickly and at a faster rate compared to previous generations. The survey research results by (Deloitte, 2022) showed that 40% of 14.808 Gen Z respondents would like to leave their job within two years. This result then get updated by the same survey in 2023 (Deloitte, 2023) that recorded 23% of 14.483 Gen Z respondents. In addition to that, another survey by (LLP, 2023) that took 1.553 Gen Z in United States resulted that 35% from total respondent are highly likely to leave their current job in the next 12 months. That similar result has gathered from the survey in Indonesia by (IDN, 2022) that summarized 88% of 1.000 Gen Z believe that an ideal length to stay at one job is at least 3 years,

with 12% saying that the ideal length is 1-2 years. This trend is a continuation since challenging times such as the pandemic two years ago. On September 2, 2021, Forbes highlighted the phenomenon of "The Great Resignation", or the widespread resignation that occurred among Gen Z during the pandemic. The article referred to the findings of (Adobe, 2021), which surveyed 5,500 respondents showing that 56% of Gen Z respondents planned to switch jobs, larger than the Millennial, Gen X, and Boomer generations.

Switch job means employee turnover for the Company. According to (Bothma & Roodt, 2013), turnover intention is an employee's way of withdrawing from a company because they no longer identify with the work. Turnover-related causes of knowledge loss and effects on organizations, organizational units, remaining employees and external stakeholders (Galan, 2023). This research examines the main factors of Gen Z's career expectations with the aim of providing understanding for organizations in the energy industry, ultimately reducing turnover intention. With the aforementioned Gen Z resignation phenomenon, efforts to reduce turnover intention have become a strategic issue faced by organizations, especially for coal-fired power generation companies. This kind of energy industry requires organizational operational stability to consistently achieve the goals set by the government every year. This stability undoubtedly requires suitable management policies to retain employees in the workplace, especially Gen Z, which currently dominates a large portion of the employee population along with Millennials in the power generation companies in Indonesia. The main goal behind these reasons is that the researcher hopes this research can assist companies in the energy industry in supporting the Government's aim to achieve a 100% national electrification ratio in 2024. This will contribute to the economic growth of communities across various regions of Indonesia, ultimately fostering more equitable prosperity.

Second, the researcher hopes to contribute a new literature on how companies in the power industry can develop the most appropriate strategies to manage Gen Z in their organizations by meeting their career expectations, thereby enabling them to thrive within the company for the long term. Thus far, recent research focuses on Gen Z such as (Chillakuri, 2020); (Rachmadini & Riyanto, 2020); (Hinduan, Anggraeni, & Agia, 2020); (Vahlström, Idlbi, & Taleb, 2022); (Niezurawska-Zajac, Kycia, & Niemczynowicz, 2023); (Sakdiyakorn & Wattanacharoensil, 2018); (Gaidhani, Arora, & Sharma, 2019); (Gabriellova & Buchko, 2021) focuses to the Gen Z in general organization. Meanwhile, the other research (Goh & Lee, 2018); (Sakdiyakorn & Wattanacharoensil, 2018); (Sakdiyakorn, Golubovskaya, & Solnet, 2021); focused to hospitality industry, (Borg, Scott-Young, & Borg, 2023) in project based organization. As resulted on Figure 1, there are only 8 literatures available that related to the career expectation of Gen Z in the energy industry and the similar.

We begin by outlining the key themes associated with the career expectations of Gen Z referring to a journal researched by (Barhate & Dirani, 2022) which contribute to turnover intention. These factors derived from various surveys and research in the form of industry reports from several renowned institutions in the world of work such as Deloitte, Ernest & Young (EY), IDN Research Institute, McCrindle Research, and Adobe. The identified factors are Job Stability, Work/Life Balance, and Organizational Culture. These factors then validated by linking them to empirical research relevant to the energy industry and the similar. Then, we present and discuss our findings before drawing conclusions, outlining limitations, potential for future research, and implications for practice.

LITERATURE REVIEW

Generation Z

This generation born between 1995 and 2012 (Gabriellova & Buchko, 2021). Gen Z has joined the workforce since 2014 and will be in the age group between 12 and 29 years in 2024. A generation that will become the largest workforce and leaders in the future. Gen Z has raised in the 2000s during the most profound changes in the century who exists in a world with web, internet, smart phones, laptops, freely available networks and digital media (Singh & Dangmei, 2016). They are using technology uniquely to “create an online reputation for future jobs and careers”. Gen Z is disseminating their career aspirations to future employers by investing in their social media posts and build a positive online brand (Viřtelar, 2019). Gen Z then uses the online brand as a virtual resume to assert their personal values to the hiring organizations. In addition, with their skill in technology, Gen Z are open for friendship with people from around the world, thanks to their constant access to online social networks.

In term of professional life, Gen Z emphasize the importance of achieving a balance between work and personal life, teamwork, empowerment, a supportive environment, adaptability, active participation, creative thinking, innovation, and a global perspective in the workplace (McCrinkle & Fell, 2019). Gen Z is motivated by roles that have a clear purpose to searching for job security and financial stability (Chillakuri, 2020). They values leader who exhibit a positive and communicative approach, offering guidance and developmental opportunities to ambitious team members (Gabriellova & Buchko, 2021), they desire to work from home with flexible schedules (Gaidhani et al., 2019), places a high value on the human aspect and insists on interpersonal engagement in the workplace (Hinduan et al., 2020). In terms of well-being factors, Gen Z aligns with other generations but places particular emphasis on the importance of having the autonomy to choose benefits from the options offered by employers (Niezurawska-Zajac et al., 2023).

In the context of organizational characteristics, research by (Barhate & Dirani, 2022) expands our understanding of Gen Z career aspirations through four main themes, as outlined in Table 3 below:

Table 3. Gen Z and Their Career Aspiration Factors
Source: (Barhate & Dirani, 2022)

NO	THEME	SUB THEME	FACTORS
1	Intrinsic Factor	Attitude	Confidence, resilience, entrepreneurship
		Relationships	Networking, colleagues, personal, team
		Self-Perception	Self-confidence, independence
		Motivation	Recognition, goals, feeling valued
2	Extrinsic Factor	Technology	Environment, global events
		Upbringing	Family, responsibilities
		Organization	Values, reputation, brand, size
3	Career Expectation	Organizational Culture	Activities, communication, diversity
		Work/Life Balance	Job flexibility, workplace friendships, business travel
4	Career Development	Stability	Benefits, security, safety, salary
		Skills	Learning, facilitators, learning media
		Mentoring	Supportive managers, informal support
		Growth	Role/job changes, promotions

Current Energy Industry Situation in Indonesia

Based on (Bappenas, 2020), the current development of the energy industry in Indonesia is based on the National Medium-Term Development Plan (RPJMN) for the periods 2015-2019 and 2020-2024, which are aligned with the formulation of the Sustainable Development Goals (SDGs). This

is carry out to ensure that the substance contained in the SDGs is in line with the RPJMN, which is an elaboration of the President's Vision and Mission (Nawacita). There are 17 SDG's targets that have been integrated with the RPJMN for the period 2020-2024. The development of the energy industry is included in SDGs target no. 7: Affordable and Clean Energy. The appropriate policies of the RPJMN 2020-2024 are: (1) Energy and electricity diversification to meet demand; (2) Increased efficiency in energy and electricity utilization; (3) Strengthening and expanding energy and electricity supply services; (4) Improving energy and electricity governance; and (5) Developing funding and financing policies. This showed up that clean or renewable energy remains a primary target of government policy. However, the development progress of this new energy is not easy. According to (KESDM, 2020), there are several challenges in the sector of Renewable Energy and Energy Conservation (EBTKE), such as:

- Investment in Renewables Energy (EBT) power plants is still expensive
- Limited mastery of EBT technology
- EBT electricity tariffs have not yet attracted investor interest
- Low interest from domestic banks to invest in EBTKE power plants
- Guaranteeing the sustainability of raw materials and incentives for biofuels
- Incentives for energy conservation are still limited

The obstacles encountered in the clean (renewable) energy sector do not deter the company from achieving other target set by the Government, one of which is strengthening and expanding energy and power supply services. The government, through the Ministry of Energy and Mineral Resources (ESDM), continues to strive to provide equal access to electricity throughout Indonesia. Currently, the Electrification Ratio in Indonesia has increased from 97.63% in 2022 to 99.78% in 2023 (KESDM, 2020) as stated on Table 4. PLN, as a State-Owned Enterprise mandated in the electricity sector, has a target National Electrification Ratio of 100% by 2024. The achievement figure of the National Electrification Ratio comes from the following power plants as stated in the previous Table 2, with the Coal-fired Power Plants are the most significant source of power generation, surpassing any other generation type (BPS, 2023).

Table 4. National Electrification Ratio 2018-2023
 Source: (KESDM, 2020)

REGION	ELECTRIFICATION RATIO					
	2018	2019	2020	2021	2022	2023
Indonesia	98,3	98,89	99,2	99,45	99,67	99,78

Career Expectation

Understanding the concept of generation is essential as it illuminates the interactions among various age groups and their influence on societal change (Burawat, 2023). Recognizing and comprehending the traits and behaviors unique to each generation offers valuable insights and benefits for businesses (Twenge & Campbell, 2009). This enables organizations to adjust their practices, management styles, and engagement tactics to effectively manage generational disparities and improve outcomes for both employees and the organization. By grasping the distinct values, expectations, and motivations of each generation, companies can cultivate a more inclusive and supportive workplace environment conducive to higher levels of employee engagement and overall organizational success. The workforce comprises individuals from multiple generations, each shaped by their unique experiences during their respective eras (Nnamboozee & Parumasur, 2016). These diverse generations exhibit distinct behavioral traits that influence their expectations and preferences in the workplace. (Barhate & Dirani, 2022)

investigated that the career expectations of Gen Z encompass Job Stability, Work/Life Balance, and Organizational Culture.

Turnover Intention

Turnover is defined as the process of separation between employee and organization, whether the employee is moving to another organization or transitioning to non-employment (Al-Jabari & Ghazzawi, 2019). According to (Allen, 2008), employee turnover can cost organizations up to 60% of an employee's annual salary. It is a costly endeavor, as Company invest heavily in their employees, from recruitment, to training, developing, maintaining, and retaining the employee (Crisp, 2021). Meanwhile, (Reyes, Aquino, & Bueno, 2019) observe that employee turnover is causing sleepless nights for human resource managers. Because turnover means that another organization may gain a new knowledge employee who can become its competitive advantage (Galan, 2023). (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011) have shown the relevance of distinguishing between the static and dynamic job satisfaction–turnover intention relationships. Job satisfaction change plays an important role in shaping changes in turnover intentions.

Job Stability

The workforce is the cornerstone of the organization, and achieving Job Stability for them reflects positively on the quality and output of work (Alananzeh et al., 2023). (Barhate & Dirani, 2022) examined that Job Stability are consist of benefits, security, safety, and salary. Salary or compensation and reward is an important feature of Human Resources Management (Ali & Anwar, 2021). The remuneration system provided by an organization significantly influences the commitment and retention of its employees. Organizations can enhance workforce retention by offering competitive compensation packages (Mahmood Aziz et al., 2021). Availability of superior pay elsewhere was caused turnover intention of many employees (Reyes et al., 2019).

Refer to the survey by (Deloitte, 2023) to 14,483 Gen Z respondents in 44 countries, the high cost of living looms large for Gen Zs is the top societal concern. Many say it will become harder to buy a house or start a family, if the economy does not improve. For Gen Z, a competitive salary (Cseh-Papp, Varga, Szabó, Szira, & Hajós, 2017) is part of stability in careers, besides personal fulfillment (Grow & Yang, 2018), benefits at work such as health plans (Hampton & Welsh, 2019), retirement fund (Maloni, Hiatt, & Campbell, 2019) job security (Bohdziewicz, 2016). It is same result as (IDN, 2022) survey to Gen Z in Indonesia with 80% from 1,000 respondents said that salary offered has become the number one reason for Gen Z's consider when choosing a job. In addition, 67% of Gen Z do not mind working longer hours as long as they are paid more.

Work/Life Balance (WLB)

WLB is rooted in the employee's need to achieve a healthy balance between the desire to participate in the world of work by giving the best for between one's profession and personal life (Lavoie, 2004). WLB was associated with higher levels of job satisfaction, life satisfaction, and better mental health (Haar, Russo, Suñe, & Ollier-Malaterre, 2014). The more control employees feel over their lives, the more they can balance and commit to work and personal life (Jaharuddin & Zainol, 2019). For some companies, WLB is providing possibilities to balance work and private/family life by offering, e.g. part time work or remote work (Lassleben & Hofmann, 2023).

The pandemic prompted a rethinking of the role work plays in Gen Z life by (Deloitte, 2023). Having a good work/life balance is the top trait they admire in their peers, and their top consideration when choosing a new employer. Many enjoyed working from home without long exhausting commutes so much that they refused to revert to the mandatory office presence after

reopening (Melin & Egkolfopoulou, 2021). (Garai-Fodor & Jäckel, 2022) indicated organizations that promote and promise WLB are more likely to attract and retain Gen Z employees. (IDN, 2022) also reported that 69% Gen Z in Indonesia survey responded must have a WLB, and only 5% disagreeing with the statement. The same result as a global research fielded by (Adobe, 2021), which 74% enterprises workers from Gen Z would like to switch job for better WLB.

Organizational Culture

Organizational Culture has been shown to be an important influence on both positive and negative consequences within organizations (Guerra, Martínez, Munduate, & Medina, 2020). Organizational factors that are most influential are its history; the values and vision of its leaders; the shared experiences, beliefs, stories, and rituals of its employees; the reward and incentive system; and organizational norms about performance and behavior, all of which contribute to an organization's culture (Trice, 1985). A learning culture emphasizes the values, beliefs and assumptions towards creating collective learning in an organization, and organizational learning culture refers to both contexts and implemented activities that enable an organization to learn (Sorakraikitikul & Siengthai, 2014).

Leadership is another that plays a big role in this factor (McCrindle & Fell, 2019). The ideal manager for Gen Z is one who values communication and creates an environment of transparency and respect for staff. Their preferred leadership style is one that is more consensus rather than command, more participative than autocratic, and more flexible and organic than structured and hierarchical. Based on (IDN, 2022), employers can generate Gen Z's loyalty through meaningful interactions and mentorships are good to teach how to maintain a healthy WLB. In addition, work pressure also could another problem of burn out for Gen Z (Deloitte, 2023).

Thus from this research, the following has been proposed:

H1. Job Stability positively influences on Turnover Intention.

H2. Work/Life Balance positively influences on Turnover Intention.

H3. Organizational Culture positively influences on Turnover Intention.

Based on the literature review and the prepositions, Figure 1 shows the proposed research model from this study.

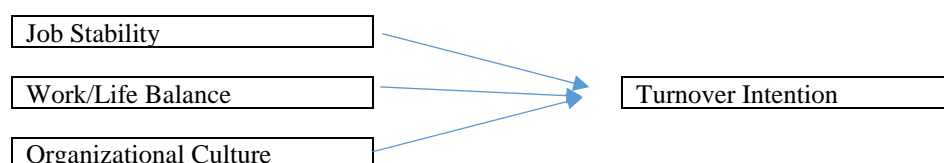


Figure 1. Research Model

2. RESEARCH METHOD

To follow up the research model in this article, a systematic literature review technique was utilized. The publication selection process began with searching through Google Scholar and the Publish or Perish application by entering the title 'generation z', which was then paired with the main constructs which showed up the specific examined industry such as 'energy industry'. However, due to limited result, the researcher need to adding another similar industry such as 'power industry' or 'mining industry' to get more literatures. A systematic literature review technique has been utilized to construct the research model of this article. Only publications published between 2019 and 2023 have been considered for the literature review on constructs and hypothesis development process of this research. 5 years of the latest period was selected because

the researcher wants the updated characteristic of Gen Z as the references. This research has been reviewed publications that were written on the empirical and theoretical basis in peer-reviewed journal articles, conference proceedings, dissertations, books or book chapters. The primary objective was to identify practices related to career expectation and turnover intention of Gen Z employees within energy industry and the similar. Conceptualisation has been grounded on motivational theories by Maslow: Safety needs, Social needs, and Self-Actualization needs, and refer to the career expectations as outlined by (Barhate & Dirani, 2022): Job Stability, Work/Life Balance, and Organizational Culture. Based on previous works from (Jayathilake, Daud, Eaw, & Annuar, 2021), for this study, four stages of systematic literature search process has been adopted; the process is illustrated in Table 5.

Table 5. The Stages of Systematic Literature Review Process
Source: Results of Researcher Data Processing, 2024

NO	PHASE	PROCESS
1	Identification	<p>In conducting this research, the research databases from Google Scholar and the Publish or Perish application were utilized to explore relevant publications. Keywords were strategically applied to identify articles describing Human Resource Management (HRM) practices within organizations, focusing on aspects related to career expectation in alignment with Gen Z preferences in the workplace, particularly in the energy industries, aiming to reduce or eliminate potential turnover intentions in the future. With the limited result of literature available, the industry construct were expand to the similar such as power and mining industry. The other construct were 3 career expectations refer to (Barhate & Dirani, 2022): Job Stability (salary, benefits), Work/Life Balance, and Organizational Culture (learning, communication, leadership, activity). The keywords used for the Gen Z construct are detailed below. Similar procedures were followed to search for other constructs as part of the research process.</p> <ol style="list-style-type: none"> 1) “generation Z”, “energy industry”, “power industry”, “mining industry”, “job stability”, 2) “generation Z”, “energy industry”, “power industry”, “mining industry”, “work/life balance” 3) “generation Z”, “energy industry”, “power industry”, “mining industry”, “organizational culture”
2	Selection	<p>Publications have been excluded based on the following criteria:</p> <ol style="list-style-type: none"> 1) Publications published before the year 2018. 2) Publications not written in English. 3) Publications with no career expectation or turnover retention theme 4) Duplicate publications.
3	Eligibility	<p>This stage comprises two sub-phases, commencing with abstract screening to pinpoint publications that align with the research theme. Following that, detailed content analysis is performed to identify the most pertinent articles that align with the objectives of this research.</p>
4	Processing	<p>Selected publications are read and analyzed to develop the research.</p>

Table 6. Number of Publications Considered at Each Stage in the Literature Review
Source: Results of Researcher Data Processing, 2024

STEP	STAGES		FLOW	Job Stability (n=?)			Work/Life Balance (n=?)			Organizational Culture (n=?)		
				Energy Industry	Power Industry	Mining Industry	Energy Industry	Power Industry	Mining Industry	Energy Industry	Power Industry	Mining Industry
1	Identification	Publications identified through database	↓	55	15	51	32	27	54	41	29	65
2	Selection	Publications after meeting exclusion criteria		4	2	1	4	1	2	2	0	2
3	Eligibility	Publications after abstract screening		1	1	0	2	2	2	1	0	1
4	Input Process	Publications removed after analyzing main content		0	1	0	1	2	2	1	0	1

Table 7. Number of Publications Considered at Each Stage in the Literature
Source: Results of Researcher Data Processing, 2024

NO	AUTHOR & YEAR	TITLE	TYPE & PUBLISHER	SECTOR /INDUSTRY	METHODOLOGY	SUB THEME	RESPONDENT
1	(Passalacqua & Turki I Alsaba, 2020)	Energy Transitions: An Academia Take on Shaping the Future Professionals of Oil and Gas	Research Paper, Society of Petroleum Engineers	Energy	Conceptual	Job Stability	n/a
2	(Remer, Hall, Spielman, Vollmer, & Hansen, 2023)	FY23 ION Based Approaches to Address Labor and Knowledge Retention	Report Study, Idaho National Laboratory	Energy, Power	Conceptual	Job Stability, Work/Life Balance	n/a
3	(Keosouvanh, 2019)	An investigation into what are the important motivation factors that help to retain Generation Y and Z employees in a mining company in Laos	Thesis, Unitec Institute of Technology	Mining	Qualitative	Job Stability	12 participants
4	(Mwangi, 2021)	Exploring Generation Z's Values and Perceptions to Increase Participation in the Oil and Gas Industry	Dissertation, Colorado Technical University	Energy	Qualitative	Work/Life Balance, Organizational Culture	Limited pages available
5	(Ganguli & Padhy, 2023)	Moderating Effect of Demographic Factors on the Relationship Between Work Motivation and Employee Retention of Gen Z	Journal Research, NMIMS Management Review	Energy	Quantitative	Work/Life Balance	755 Gen Z
6	(Marais, 2023)	Generational Differences in the Work-Related Constructs Work Values, Attitudes, and Behavior	Thesis, Walden University	Mining	Quantitative	Work/Life Balance, Organizational Culture	Limited pages available
7	(Lerebulan & Amalia, 2023)	The Effect of Employee Silence on Turnover Intention, with Burnout As a Mediation Variable and Coworker Support As a Moderating Variable	Research Journal, Indonesian Journal of Business Analytics	Mining	Quantitative	Organizational Culture	165 respondents
8	(Tracey, 2022)	A qualitative investigation of retention of Generation Z Engineers in the Electricity Supply Board (ESB)	Thesis, Dublin, National College of Ireland	Energy	Qualitative	Job Stability, Work/Life Balance, Organizational Culture	10 Gen Z engineers

Table 6 illustrates several publications that have been considered into each stage of the publication selection process, whereas total 369 publications have been identified match based on the research's constructs of this study to analysis. From 369 publications, only 18 selected articles were meet the selection criteria that has stated on the table. After reviewing the abstracts, 10 papers were found to be eligible for the next stage. However, 2 articles had to be excluded: firstly, (Herrera, 2019) due to its main theme focusing on learning and development, and secondly, (Truitt, Williams, & Clarke, 2022) due to being unrelated to the industry (building industry). Therefore, only 8 papers remained to proceed to the final stage, aligning with the objective of the research: Job Stability, Work/Life Balance, and Organizational Culture. Table 7 illustrates the distribution of the selected publications with references based on the constructs of this research model. Importantly, these publications had been used to hypothesis development process to build the research model, which explained the available organization strategic practices that can be utilized to improve the retention among Gen Z employees in energy industry and the similar.

3. RESULTS AND DISCUSSIONS

Table 8 below presents the report of industrial survey that containing constructs that align with the research focus. These are 5 well-known institutional in business environment, such as Deloitte, EY, IDN research institute, McCrindle research, and Adobe, that provide a valid reference for what we know about Gen Z and their concerns in workplace. To understand how management within Energi Industry and the similar can formulate suitable strategies to retain this generation is to examines and corellate the report of industrial survey the empirical research refer to 8 publications that has stated in the Table 7 . However, the table also highlights the big gaps in the literature related to the energy industry, both in terms of the scarcity of empirical research and the applied methodologies. The researcher then summarized all concerns derived from various surveys by industrial report, and aligned them all with the 3 identified main factors that already determined and categorized by the researcher as table below:

Table 8. The Alignment of Validated Concerns into Specific Categorized

Categorized Based On Gen Z Preferences By Researcher	Concerns	Survey Industrial Report By	Journal Article Related To Category In Energy Industry And The Similar
Job Stability	Financial concerns Salary offered	(Deloitte, 2023) (LLP, 2023)	(Passalacqua & Turki I Alsaba, 2020); (Keosouvanh, 2019);

	Career path	(Adobe, 2021) (IDN, 2022)	(Remer et al., 2023); (Ganguli & Padhy, 2023)
Work/Life Balance	Work/Life Balance	(McCrinkle & Fell, 2019)	(Remer et al., 2023); (Ganguli & Padhy, 2023); (Keosouvanh, 2019)
	Flexible working hour		
	Working hours		
	Location		
Organizational Culture	Mental health, Climate action	(Marais, 2023); (Passalacqua & Turki I Alsaba, 2020); (Ganguli & Padhy, 2023); (Lerebulan & Amalia, 2023)	
	Passion & Purpose, Technologically advance		
	Workplace culture Leadership style		
	Suitable to interest, Training		
	Match with education		
	Working environment		

Source: Results of Researcher Data Processing, 2024

From selected item categorized above, the researcher attempts to draw conclusions that indicate what should be a concern for management in organizations or companies operating in the energy industry to enhance the optimization of Gen Z's performance. These conclusions recommendation are selected from sample publications that have been determined in the Table 3, such as:

Job Stability

Understanding each generation drivers and ambitions is key for getting the best from each generation of employees. The industry needs to understand these differences and accommodate them to their recruitment and benefit policies. Perception of fairness, competitive wages, benefits, safe conditions in the work place, purpose, career opportunities, etc. are some of the new generations needs (Passalacqua & Turki I Alsaba, 2020). Leaders must give special attention to a set of nonmaterial motivation instruments that include fairness in wages, flexibility in working hours, good-quality communications, mental health support, and other instruments of well-being management (Ganguli & Padhy, 2023).

Gen Z seeks out financial stability when choosing an employer and indicates that a high salary is pertinent in correlation with both the recruitment and retention of Gen Z employees. Financial stability appears to be particularly important to Gen Z employees it is a desire that has evolved from the economic challenges their families endured during the Recession. Findings from this research also indicated that Gen Z would consider leaving the company if they were not provided with opportunities to progress their career. The higher career will impacted to higher salary or C&B in the future.

Work/Life Balance

Generation Y and Z prefer to have a Work/Life Balance more than the older Generation such as baby-boomers. Therefore, they often call in sick or quit the job if they experience work burn out or feel stressed from work (Keosouvanh, 2019). Monetary incentives like salary, perks, insurance, etc., are crucial, the morale of the workforce can also be boosted through nonmonetary incentives such as benefits, training, professional progress, recognition, workforce management, and Work/Life Balance (Ganguli & Padhy, 2023). The survey data shows that Work/Life Balance and compensation are key drivers of workforce retention (Remer et al., 2023).

Work/Life Balance has been identified as a significant factor influencing Gen Z retention in the literature review. It was regarded as paramount in terms of their priorities. There is research which suggests that there is a positive link between Work/Life Balance and employee engagement.

Research also suggests that poor Work/Life Balance is associated with high turnover. Studies have also shown that employees who had greater flexibility and balance between home and work, were more engaged in the workplace. Eventhough Gen Z may have less family commitments, they still aspire to have a flexible work schedule to keep the demands of work and family life separate, to remain engaged at work. The survey also indicated that more than half of the employees surveyed from all over the world would consider resigning from their jobs if they are not afforded some flexibility in terms of where and when they work.

Organizational Culture

Understanding the role of work values, attitudes, and behavior amongst the different generations might assist organizational leaders and managers in developing and implementing strategies to meet the needs of generationally diverse workforces (Marais, 2023). Human resource managers and leaders must develop and implement policies and procedures to create a work environment where employees can speak up and voice their opinions and ideas without fear (Lerebulan & Amalia, 2023). Career Progression also has been identified as pertinent factor which influences retention, which is critical to create an environment which promotes an environment where the growth of its individuals as leaders is supported and an environment where senior leaders lead by example (Tracey, 2022).

Workplace culture are consist of company values, leadership, learning & development, working environment, etc. Related to this several aspects, Gen Z believe that learning and development is significant importance and that is key to career progression Gen Z's desire for a learning environment which is dominated heavily by technology. Research conducted by (Houck, 2011) indicated that employees who are given a chance to acquire new skills through training and development feel that they are more satisfied with their jobs and are more likely to be loyal to the company.

4. CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the identified factors influencing Gen Z's turnover intention: Job Stability, Work/Life Balance, and Organizational Culture, it can be concluded that these factors play a pivotal role in formulating effective employee engagement strategies for Gen Z in organizations within the energy industry or the similar.

Firstly, Job Stability are fundamental components of employee satisfaction and motivation. Gen Z employees, like their predecessors, value fair compensation for their work. A competitive salary and attractive benefits package not only serve as incentives for recruitment but also contribute to retention efforts. By offering competitive compensation packages, organizations can attract and retain top talent, thus reducing turnover rates among Gen Z employees. Secondly, Work/Life Balance is increasingly recognized as a critical factor in employee satisfaction and well-being. Gen Z employees prioritize Work/Life Balance and seek employers who support flexible working arrangements and promote a healthy integration of work and personal life. Organizations that prioritize Work/Life Balance initiatives are likely to see higher levels of employee engagement, productivity, and retention among Gen Z employees. Lastly, Organizational Culture plays a crucial role in shaping employee attitudes and behaviors. A positive and inclusive Organizational Culture fosters a sense of belonging and engagement among Gen Z employees. Cultivating a culture that promotes open communication, collaboration, and continuous learning can enhance employee satisfaction and loyalty. Moreover, organizations that prioritize diversity, equity, and inclusion initiatives are better positioned to attract and retain diverse talent from the Gen Z demographic.

In conclusion, organizations operating in energy industry and the similar must recognize the importance of addressing these factors in their employee engagement strategies. By prioritizing fair compensation, promoting Work/Life Balance, and fostering a positive Organizational Culture, organizations can create environments that attract, retain, and engage Gen Z employees, thereby driving organizational success in the evolving workplace landscape.

Suggestions

Companies operating in the energy industry need to make strategic adjustments to address issues that may lead to turnover among Gen Z employees. The way organizations understand how to treat Gen Y, Gen X, or even Baby Boomers reveals a significant gap when compared to the characteristics of Gen Z. Gen Z highly values Work/Life Balance, is particularly vulnerable to stress and burnout, and places critical importance on financial well-being. By comprehending the expectations and traits of this generation based on various empirical studies, management can devise appropriate strategies to prevent the challenges faced by Gen Z in other industries from recurring in the energy industry. The speed and agility of organizations in understanding and resolving these issues are crucial in this industry. Some potential solutions include:

1. **Job Stability:** Gen Z individuals have significant financial concerns, but many may feel uncomfortable discussing raises or promotions with their employer amid economic uncertainty. Despite challenging times, organizations have a responsibility to ensure the financial well-being of their employees. This can begin by offering competitive salaries and benefits. Alternatively, organizations lacking financial resources can provide flexible benefits related to dependent care, health care, or tailored to individual needs. It is also essential to establish standards to ensure equitable pay throughout employees' careers.
2. **Work/Life Balance:** Flexibility and trust are pivotal in creating an environment where everyone can thrive. While progress has been made in flexible work arrangements, some organizations have begun recalling employees to the office. Going forward, leaders should prioritize the design and practice of work itself, allowing it to determine the blend of on-site and virtual work. Organizations should continue to thoughtfully implement hybrid work strategies, addressing any concerns employees may have about potential adverse effects.
3. **Organizational Culture:** Organizations should actively foster team cohesion by establishing shared values, role-model leadership, communication channels, and transparent teamwork mechanisms. HR plays a vital role in improving practices such as workload sharing, group rewards, and team competency development. These practices build interpersonal trust necessary for collaboration, ultimately driving team innovation.

Limitations

Based on the literature review and secondary data, this conceptual paper has been constructed and consisted of several limitations that create opportunities for future research. There are many literatures discuss how to retain Gen Z employees and ensure their engagement in the workplace. However, when it comes to the energy industry, there are very limited that truly examines this topic. The preferences of Gen Z in the energy industry may differ from those in non-energy industries. In addition to that, Currently there are two types of companies involved in the energy industry specifically in Indonesia, such as state-owned enterprises (BUMN) and private companies. Both types of organizations have different cultures that allow for the employment of Gen Z with different characteristic preferences. This can certainly lead to different career expectations and turnover intention as well. In the methodology perspective, since this is a conceptual research with a proposed framework, it needs to be validated in empirically. The proposed framework needs to be tested on the Gen Z employee sample to identify the impact of factors reviewed (Job Stability, Work/Life Balance, and Organizational Culture) on their career

expectation and how that organization strategy later will improve the retention of employees and organizational performance. Next researcher also could determined any other factor of Gen Z's career expectation to explore more understanding of this generation.

These limitations present opportunities for upcoming researchers to conduct more comprehensive studies that explore and supplement current knowledge, offering valuable recommendations to management in organizations or companies, particularly in the energy industry. Given that Gen Z individuals will soon hold middle to top management positions in various organizations, research on this emerging workforce group becomes imperative. This will assist organizational management in gaining a comprehensive understanding when devising company strategies pertaining to human resources in order to meet broader government objectives in the future.

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