



# Job Satisfaction in the Modern Workforce: The Influence of Spirituality, Digital Literacy, and Work-Life Balance on Generation Z

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ARTICLE INFO	ABSTRACT
ISSN: 2798-2688	<p><b>Research Aims:</b>This study aims to empirically test and analyze the influence of workplace spirituality, digital literacy, and work-life balance on job satisfaction among Generation Z employees. Specifically, this research seeks to identify and measure the significance of the positive impact of these three independent variables on job satisfaction.</p> <p><b>Design/Methodology/Approach:</b>This study employed a quantitative research method by distributing questionnaires through Google Forms to a sample of 159 Generation Z employees. The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software.</p> <p><b>Research Findings:</b>The findings of this study indicate that all three variables spirituality, digital literacy, and work-life balance have a positive and significant influence on the job satisfaction of Generation Z employees. Workplace spirituality was found to have a significant positive effect, although its path coefficient was relatively small. Digital literacy also demonstrated a significant positive effect with a moderate level of influence. Meanwhile, work-life balance has the most dominant and significant positive contribution to job satisfaction. Based on these results, all hypotheses proposed in this study (H1, H2, and H3) were supported and accepted.</p> <p><b>Theoretical Contribution/Originality:</b>This study provides a strategic and significant contribution to the development of human resource management theory and practice, particularly in the context of improving job satisfaction for younger generations in a modern work environment. The originality of this research lies in its empirical analysis of how these specific non-financial factors collectively influence job satisfaction among Generation Z employees, an under-researched area.</p>

## Introduction

The fast growth of information and communication technology in the 21st century has changed how people work, making it more flexible and connected through digital tools. This change has greatly affected Generation Z when it comes to finding jobs and doing their work. According to a survey conducted by the 2020 Indonesian Population Census, Generation Z is the generation born between 1997 and 2012 (BPS, 2020). Gen Z is also known as "digital natives," who excel in adapting to and mastering digital technology (Urba et al., 2024; Rofidah & Muhid, 2018). Job satisfaction has long been a central topic in human resource management and organizational behavior. Generally, job satisfaction is measured based on factors such as financial compensation, benefits, and job stability. However, with the entry of Generation Z (Gen Z) into the workforce, the definition and expectations of job satisfaction have shifted significantly. Gen Z is the first generation to grow up entirely in the digital age, which has shaped their unique perspective on work. Unlike previous generations, Gen Z is motivated not only by monetary incentives but also by intrinsic factors related to personal meaning, purpose, and values (Deloitte, 2022).

This shift in priorities challenges conventional management models. Recent studies show that Gen Z views work as an integral part of their lives, not just a means of earning a living. They also seek a work environment that offers not only competitive salaries but also flexibility, opportunities for personal development, and a positive company culture. Companies' inability to adapt to these needs can result in high employee turnover rates, decreased productivity, and difficulty attracting top talent (McKinsey & Company, 2021). Understanding the factors influencing Gen Z's job satisfaction is crucial for the future sustainability and competitiveness of organizations. A 2022 study by Randstad Workmonitor revealed that 41% of Gen Z participants in regions such as Europe, Asia Pacific, and the Americas chose to resign rather than stay at a company that lacked job satisfaction (Randstad Workmonitor, 2022). This fact highlights a shift in priorities among Gen Z, with job satisfaction becoming a primary consideration, even surpassing stability or high financial compensation. This phenomenon is also relevant to conditions in Indonesia, where data from the Central Statistics Agency (BPS) for the 2021-2022 period shows that more than 9.8 million Gen Z individuals are unemployed or have no permanent job.

Job satisfaction is a positive emotional state experienced by individuals when their work provides meaning and benefits (Irawanto et al., 2021). To understand job satisfaction among Gen Z, this study focused on three main factors: spirituality, digital literacy, and work-life balance. Spirituality: This factor encompasses the search for meaning and purpose beyond material achievements in work. Several studies have shown that workplace spirituality can increase dedication, honesty, and performance

(Mathew et al., 2019). Digital Literacy: Although Gen Z is technologically savvy, research shows that high digital literacy is not always positively correlated with job satisfaction (Spante et al., 2018; Pongrac et al., 2025). There are mixed findings, with some studies finding a positive impact on job satisfaction (Sari et al., 2023), while others found a negative or insignificant impact (Ghisanie Azahra Alfyonni & Rostiana, 2024). Work-Life Balance: The importance of balance between professional and personal life is increasingly recognized. Gen Z tends to seek jobs that offer flexibility to achieve this balance (Randstad Workmonitor, 2022). Research by Chung & van der Lippe (2020) and Irawanto et al. (2021) emphasizes that support for work-life balance has a positive impact on job satisfaction. However, there are inconsistencies in the findings, particularly across regions.

Dynamic technological changes significantly impact Generation Z employees in Surabaya in facing unique challenges to achieving job satisfaction. As "digital natives," this generation expects a work environment that not only supports spiritual development but also facilitates high digital literacy and work-life balance. Previous research has shown mixed results linking work-life balance to job satisfaction (Chung & van der Lippe, 2020; Irawanto et al., 2021). Meanwhile, other research explains that digital literacy has been shown to contribute significantly to work engagement, contributing 74.7% (Ghisanie Azahra Alfyonni & Rostiana, 2024), but its direct impact on job satisfaction still has varying findings. This phenomenon demonstrates the need for a holistic and comprehensive approach that integrates spirituality, digital literacy, and work-life balance to improve job satisfaction among Gen Z employees in Surabaya. Therefore, this study is relevant and significant in filling the existing research gap and providing empirical contributions. Research Objectives Based on the identified problems and gaps, this study aims to examine and analyze in depth the influence of spirituality, digital literacy, and work-life balance on job satisfaction among Generation Z employees in Surabaya.

## **Literature Review**

### **Job satisfaction**

Job satisfaction is an affective response or positive emotional state resulting from an individual's cognitive evaluation of their job or work experience. Job satisfaction can be defined as the degree of happiness employees feel about their work, which influences their performance (Dziuba et al., 2020). Satisfied employees tend to have higher internal motivation, exhibit organizational citizenship behavior (OCB), and have a strong commitment to company goals. Conversely, dissatisfaction can trigger counterproductive behaviors, such as absenteeism, employee turnover, and decreased performance (Kreitner, R., & Kinicki, A., 2010). An important strategic step is to maintain and increase employee satisfaction levels with their jobs.

## **Spirituality**

Spirituality is defined as a set of values that provide meaning and purpose in life, which in turn can influence an individual's attitudes and decision-making processes. Increased spirituality is positively correlated with increased enthusiasm and an individual's understanding of the essential value of their work. According to Yeşilçınar et al., (2018), a person who is spiritual also has emotional aspects related to that connection, such as love, hope, and faith. The presence of spiritual values in the workplace plays a significant role in supporting overall employee well-being, and job satisfaction is influenced by both spirituality and well-being in the workplace (Noe P. Garcia & Roel D. Juevesa, 2020). Various studies have indicated that spirituality has a significant influence on job satisfaction, as supported by the findings of Dini et al. (2022); Van der Walt, F. (2025); and Lee, EH., Yu, HJ (2023 )who showed a significant relationship between spirituality and job satisfaction.

**H1: Spirituality has a significant positive effect on Job Satisfaction**

## **Digital Literacy**

Digital literacy is defined as an individual's ability to manage and utilize information wisely and effectively through digital technology to meet daily communication needs (Rullie Nasrullah et al., 2017). As technology plays an increasingly prominent role in society, the concepts of digital competence and literacy have become increasingly relevant in public discourse (Spante et al., 2018). Digital competence, which encompasses basic literacy skills such as reading and writing, is now viewed as an essential strategic skill in facing the challenges of the digital age (Kesterson, 2015). Digital literacy means having a combination of different skills. Technology is essential for achieving success, including the ability to edit files, consider the implications of online information, and cope with interactions in virtual spaces (Sankar & Suresh, 2018). Previous research has found that digital skills have a positive effect on job satisfaction. Digital skills are a crucial and strategic aspect, enabling individuals to carry out their business activities using their digital skill (Muafi et al, 2023); (M Sartika,2023) and (A Özsari, 2025)

**H2: Digital Literacy has a significant positive effect on Job Satisfaction.**

## **Work Life Balance**

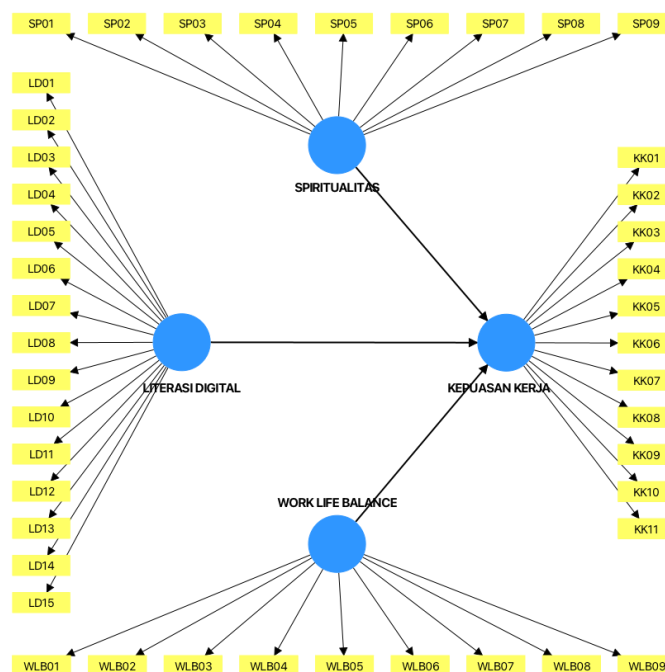
According to Sulistiowati et al. (2018), work-life balance is a dynamic concept that involves managing one's work and personal life effectively. This perspective highlights the importance of maintaining adherence to traditional work practices. This balance is achieved when an individual can effectively manage professional and personal obligations, which in turn will result in satisfaction in both domains (Fadilla & Assyofa, 2022). Work-life balance (WLB) is a multidimensional construct that goes

beyond simply allocating time. Greenhaus, Collins, and Shaw (2003) proposed a highly influential model, consisting of three main components: time balance, the proportion of time allocated between work and personal life; engagement balance, which refers to the level of psychological commitment in both domains; and satisfaction balance, the feeling of satisfaction resulting from both roles. In line with this model, The concept of WLB, as described by Kalliath and Brough (2008), involves a person's sense that their work and personal activities are complementary and aid in their growth.

**H3: Work Life Balance has a significant positive effect on Job Satisfaction.**

## Method

**Figure 1.1 Conceptual Research**



Source: Processed data, 2025

This study uses a quantitative approach to examine the influence between variables. Primary data were collected through a digital questionnaire (Google Forms), with variables measured using a 1-5 Likert scale, in accordance with Sugiyono's (2018) guidelines. Based on Hair et al. (2021), the minimum sample size was set at 155 respondents ( $n_{min} > (2,4862) / 0.2 = 154,505$ ) considering a significance level of 5% and a minimum path coefficient of 0.2. To meet these criteria, the study used 159 respondents. Purposive sampling technique was used to select respondents intentionally. The criteria applied include: Age 18-27 years (Gen Z). Domiciled in Surabaya. Have work experience. Analysis The collected data were analyzed using the

Partial Least Squares Structural Equation Modeling (PLS-SEM) technique with the help of SmartPLS software. The reason this study used SmartPLS for data analysis is because it does not require a large sample size. One of the biggest advantages of PLS SEM is its ability to work with relatively small sample sizes. PLS SEM can provide reliable results even with samples under 100 respondents, depending on the complexity of the model. The questionnaire items for each variable were adopted from; Nikensari & Yudhistira (2024) for spirituality variables with 9 statement items; Limilia et al., (2022) for digital literacy with 15 statements; Annamaria Rondonuwu et al., (2018) with 9 statement items and Job satisfaction with 11 statements (Bintoro & Daryanto, 2017). Questionnaire items were adopted from previous research due to the suitability of the variables and current research conditions

### Results and Discussion

	<b>Job satisfaction</b>	<b>Digital Literacy</b>	<b>Spirituality</b>	<i>Work-Life Balance</i>
<b>JS01</b>	0.767	0.464	0.510	0.551
<b>JS04</b>	0.724	0.582	0.384	0.448
<b>JS05</b>	0.778	0.521	0.514	0.576
<b>JS07</b>	0.708	0.323	0.515	0.578
<b>JS08</b>	0.725	0.306	0.439	0.523
<b>JS09</b>	0.805	0.395	0.499	0.514
<b>JS10</b>	0.766	0.455	0.429	0.427
<b>JS11</b>	0.791	0.510	0.489	0.485
<b>DL04</b>	0.451	0.751	0.391	0.307
<b>DL07</b>	0.370	0.740	0.309	0.223
<b>DL12</b>	0.537	0.802	0.401	0.304
<b>DL13</b>	0.392	0.751	0.271	0.291
<b>DL14</b>	0.463	0.807	0.436	0.330
<b>DL15</b>	0.499	0.804	0.390	0.356
<b>SP06</b>	0.458	0.340	0.818	0.398
<b>SP07</b>	0.531	0.412	0.810	0.473
<b>SP08</b>	0.525	0.433	0.858	0.434
<b>SP09</b>	0.524	0.371	0.785	0.431
<b>WLB04</b>	0.509	0.319	0.444	0.765
<b>WLB06</b>	0.591	0.379	0.444	0.854
<b>WLB07</b>	0.497	0.196	0.357	0.815
<b>WLB09</b>	0.581	0.352	0.464	0.789

Convergent validity was evaluated through Outer Loading, Average Variance Extracted (AVE), and Composite Reliability (CR) values. Based on the analysis, not all indicators showed outer loading values above 0.70, which proves that not every indicator has a strong correlation with its latent variable (Hair et al. 2019).

Table 1.1 Results of discriminant validity test with cross loadings

Source: Processed data, 2025

Based on the validity test results presented in Table 1.1, several statement items were identified as invalid because their loading factor values were below the established threshold ( $>0.70$ ). These items are SP01, SP02, SP03, SP04, SP05, DL01, DL02, DL03, 05, DL06, DL08, DL09, DL10, DL11, WLB01, WLB02, WLB03, WLB05, WLB08, KK02, JS03, and JS06. Therefore, these invalid items were removed from the questionnaire. After removal, all variables showed Cronbach's Alpha and Composite Reliability values that met the reliability criteria ( $>0.70$ ). From the results of the validity and reliability tests

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	<b>Job satisfaction</b>	<b>Digital Literacy</b>	<b>Spirituality</b>	<i>Work-Life Balance</i>
<b>Cronbach's Alpha</b>	0.894	0.869	0.835	0.820
<b>Composite Reliability</b>	0.896	0.869	0.890	0.881
<b>AVE</b>	0.576	0.603	0.669	0.650

sample, it can be concluded that the research instrument as a whole has an adequate level of validity and reliability to proceed to the data collection stage. Hair et al, (2019) explains in detail the procedure for evaluating the measurement model, suggesting to evaluate the outer loading and delete indicators with low loading values (generally below 0.70) if the deletion can increase the AVE or Composite Reliability value without reducing the content validity of the construct.

Table 1.2 Reliability test results

Source: Processed data, 2025

In addition, the AVE value for all latent variables ( $AVE > 0.50$ ), indicates that more than 50% of the variance of each latent variable is explained by its indicators. Instrument reliability was measured using Composite Reliability (CR) and Cronbach's Alpha. Composite Reliability (CR): The CR value for all latent variables ( $>0.70$ ) indicates high internal consistency. Cronbach's Alpha: The Cronbach's Alpha value for

all variables was also above 0.70, strengthening the evidence of instrument reliability (Hair et. al 2019).

Table 1.3 Hypothesis Testing

Source: Processed data, 2025

The results of the first hypothesis test (H1) show that the path coefficient is 0.256 and the P-Value is 0.000. Because the P-Value (0.000) is smaller than the significance level ( $\alpha = 0.05$ ), this hypothesis is accepted. A positive path coefficient value indicates that spirituality has a positive influence on job satisfaction. The second hypothesis test (H2) produces a path coefficient value of 0.301 with a P-Value of 0.000. Based on the P-Value (0.000 < 0.05), this hypothesis is accepted. The Effect of Work-Life Balance on Job Satisfaction The results of the third hypothesis test (H3) show a path coefficient value of 0.425 and a P-Value of 0.000. Because the P-Value (0.000 < 0.05), this hypothesis is accepted. The positive path coefficient value proves that work-life balance has a positive influence on job satisfaction.

The Influence of Spirituality on Job Satisfaction The results of the analysis of the first hypothesis indicate that spirituality has a significant positive influence on job satisfaction. This finding is consistent with previous studies that link dimensions of spirituality with positive outcomes in the workplace. This finding confirms that spiritual values and religiosity held by employees can be a major driving factor in their job

<i>Relationship</i>	<i>Path Coefficient</i>	<i>P-Value</i>	<i>T Statistics</i>	<i>Description</i>
DL → JS	0.301	0.000	4,709	Accepted
SP → JS	0.256	0.000	3,816	Accepted
WLB → JS	0.425	0.000	6,267	Accepted

satisfaction. This finding matches the research done by Gupta, R. (2012), which shows that workplace spirituality plays a big role in predicting job satisfaction and how much employees care about their organization. It is also backed up by the study by Chakraborty, S., & Chakrabarti, S. (2018), which found that there is a positive link between workplace spirituality and job satisfaction. These results imply that

organizations seeking to improve job satisfaction, especially among individuals from Generation Z, can consider creating a work culture that supports spiritual values, such as promoting ethics, meaning, and purpose in work.

### The Influence of Digital Literacy on Job Satisfaction

The analysis of the second hypothesis revealed that digital literacy has a significant positive influence on job satisfaction of Generation Z. This finding reflects that employees' ability and comfort in using digital technology play a crucial role in shaping their perception of job satisfaction. Generation Z and others who were born in the digital age find these skills to be a lifesaver, as they feel more controllable and motivated to do their jobs. This idea is backed by research from Tsinakos, A. (2013), which says that being good with digital tools is necessary for being active and involved in today's work environment. Another recent study by Ghisanie Azahra Alfiyoni & Rostiana (2024) agrees with this, showing how important digital skills are for being engaged at work. Being engaged at work often leads to higher job satisfaction. Companies seeking to improve job satisfaction among Gen Z are advised to invest in digital literacy training programs, provide state-of-the-art technological infrastructure, and foster a "digital-friendly" work culture to maximize the potential of young employees.

### The Effect of Work-Life Balance on Job Satisfaction

Based on the analysis of the third hypothesis, it was found that work-life balance has a significant positive effect on job satisfaction. This finding underscores the importance of flexibility and autonomy for employees to manage their professional and personal responsibilities. Employees who feel able to achieve this balance tend to have more positive attitudes and feel more satisfied with their jobs. This finding is consistent with existing literature. Research by Chung and van der Lippe in 2020 found that work-life balance policies are linked to higher job satisfaction and better employee well-being. Irawanto and others in 2021 also found that a person's ability to balance work and personal life is a strong indicator of how satisfied they are with their job. Greenhaus, Collins, and Shaw in 2020 added that when employees feel their organization supports work-life balance, it makes them more satisfied and more committed to their jobs. To increase job satisfaction, especially for Gen Z employees who highly value flexibility, organizations need to implement policies that support work-life balance, such as flexible work hours, remote work options, and a culture that respects the boundaries between professional and personal life. This will foster higher motivation, commitment, and job satisfaction.

Theoretically, there are several reasons why work-life balance has a stronger influence on the job satisfaction of Generation Z (Gen Z). (1) **The Need for Flexibility and Autonomy**, Gen Z is known as a generation that highly prioritizes the balance between personal life and work. They tend to prioritize flexibility and autonomy in

work, which allows them to allocate time and energy proportionally between work and personal life. According to the Work-Family Balance Theory (Greenhaus, Collins & Shaw, 2003), job satisfaction increases when an individual can effectively balance the roles and demands of both domains. This flexibility directly fulfills the basic psychological need for autonomy, which is one of the key components of Self-Determination Theory (Deci & Ryan, 2000). Therefore, the ability to manage time and scope of work becomes a more significant factor in increasing job satisfaction for Gen Z. (2) More Subjective Spiritual Nature, Although spirituality can provide deep meaning to life, its intrinsic and personal nature makes it not always directly correlated with job satisfaction. The contribution of spirituality to job satisfaction is more often additional or enriching, rather than as a primary factor. For most Gen Z, the source of meaning in life can be found outside the realm of work, so the impact of spirituality on job satisfaction is not as strong as the influence of work-life balance. This is different from the direct impact of work-life balance which significantly affects the mental health and quality of individuals' social relationships in everyday life. (3) Digital Literacy as a Basic Skill, Gen Z are digital natives, which means that digital literacy is already a basic ability that is inherent in them. Therefore, this skill is no longer considered an advantage or a special factor that significantly increases job satisfaction. According to findings from Spante et al. (2018), although digital skills are important for engagement in work, they are not always strongly correlated with job satisfaction. The ease offered by digital literacy in completing tasks does not directly reduce stress or improve an individual's emotional well-being, compared to the direct benefits provided by work-life balance. Thus, the influence of work-life balance that directly meets the psychological needs, mental health, and lifestyle of Gen Z makes it a stronger predictor of job satisfaction, compared to personal spirituality and digital literacy which are already considered innate skills.

### **Limitation**

This study has several major limitations that should be considered for future studies: the use of quantitative methods with questionnaires limited the depth of the data, preventing it from capturing richer perceptions, motivations, and contexts. The study focused only on Gen Z respondents in Surabaya, with a limited sample size (159 people), which reduces the generalizability of the results to the broader population in Indonesia. Only three variables were examined (spirituality, digital literacy, and work-life balance), while many other factors, such as compensation and the work environment, also influence job satisfaction.

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