

LITERATURE ANALYSIS: THE ROLE OF POSITIVE PSYCHOLOGY ON WORK MOTIVATION OF GENERATION Z EMPLOYEES

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Abstract

This study aims to analyze the role of positive psychology in increasing the work motivation of Generation Z. Data analysis was carried out using a qualitative approach combined with literature analysis techniques by investigating several academic journals, books, and articles published in the period from 2017 to 2024 obtained from Google Scholar, Google chrome, and digital libraries. Generation Z who has unique characteristics needs a management approach that focuses on well-being, happiness, empowerment, work-life balance, meaningful work and supports personal growth. The results of the literature review show that the application of positive psychology in the work environment significantly increases employee motivation, satisfaction, and performance. The main factors of positive psychology that affect the motivation of Generation Z include psychological well-being, positive leadership, and non-financial rewards. Organizations that adopt these principles are able to create a work culture that supports increased loyalty, the growth of happy, healthy and motivated employees. This study provides recommendations for organizations to integrate positive psychology in HR policies to improve work motivation and well-being of Generation Z employees.

Keywords: Generation Z, well-being, work motivation, positive psychology, work-life balance.

Introduction

The current work environment The current work environment is undergoing significant changes influenced by technological advancements, globalization, and shifting demographics of the workforce. Currently, the world of work is filled with the presence of generation Z as a new workforce, born between 1997-2012 that grew up with technology. They adopt digital devices and online platforms with ease, which drives work transformation including increased work flexibility. With today's technological advancements, it is possible for companies to create a positive and flexible work environment, as well as encourage innovation and creativity in accordance with the characteristics of Generation Z. This generation has unique characteristics that distinguish it from previous generations. One of the main priorities of generation Z is the balance of personal life and work (Putra, R. A., 2024). They highly value flexibility in humane working hours because they realize that mental health is so important that they avoid an overly demanding work environment. This phenomenon encourages the importance of a positive psychology approach in creating a work environment that supports mental well-being through an approach that focuses on individual strength, appreciation, and the creation of meaning in work that is in line with the needs and characteristics of generation Z in the world of work.

Different from traditional approaches that are often problem-solving-oriented, positive psychology emphasizes the development of strength, happiness, and meaning in work. In the context of the workplace, this approach encourages companies to create a collaborative climate, value employee contributions, and provide space for self-development. Gen Z feels more motivated when they work in an environment that supports worklife balance, rewards achievements, and encourages emotional and professional engagement. Therefore, the role of positive psychology in building a healthy and empowering work culture is becoming increasingly relevant in efforts to improve the motivation and performance of this generation's workforce.

In line with this, Febriyanti., & Muhammad. (2023) stated that one of the important factors that can attract Gen Z is an organization that is able to provide a flexible work life and meet the needs of work-life balance. (p. 39). Research by Fajriyanti et al. (2023) shows that supportive work environment factors and commitment to work greatly affect their work motivation (p. 113). This shows that Generation Z will be more motivated to improve their performance if the organization is able to present a positive work environment and strong work commitment. Therefore, companies need to understand these characteristics

in order to be able to create a work environment that can maximize the potential of generation Z. According to Fatonah, F., et al. (2024), employees can be motivated to improve their performance and achieve goals by improving psychological well-being, creating a more positive work environment, increasing personal strengths and skills, and strengthening other positive things (p. 3).

Based on literature analysis from various journals and books published from 2017 to 2024, this study identifies factors that affect the work motivation of generation Z, such as psychological well-being, positive leadership, reward, work flexibility, and the search for meaning in work. The study also provides recommendations for organizations to adopt the principles of positive psychology to create a work environment that supports employee growth and productivity. By understanding the application of positive psychology in the world of work, it is hoped that this research will provide deeper insights into how positive psychologybased strategies can increase job motivation, job satisfaction, and employee loyalty, especially for generation Z.

Literature Riview

1. *Positive Psychology*

Positive psychology is an approach that focuses on individual strengths, well-being, and how the work environment can support the achievement of one's best potential. The goal of positive psychology is to change psychology, not only to improve bad things but also to improve the quality of life and correct the imbalance that existed (Yudhawati, 2018, p.113). Employees' work motivation in achieving goals, overcoming problems, and adjusting to a new workplace is influenced by positive psychological capital (Retnowati et al., 2023, p.36). The application of positive psychology teaches companies to see employees as individuals with specific interests and abilities rather than tasks and skills related to their work. When employees feel valued as distinct individuals, they can devote more energy and attention to their work.

2. Generation Z Work Motivation

Generation Z, born between 1997 and 2012, is a generation that grew up in an era of rapid internet and technological advancements. They are known as a generation that is adaptive to technology, has high expectations for work-life balance, and seeks meaning in work. In the context of the world of work, companies can optimize the productivity of generation Z by providing a work environment that encourages personal progress, provides motivating challenges, and ensures that personal satisfaction is balanced with the company's goals (Putri, P. K., 2024, p. 32). In line with research by Septiawan & Masrunik (2020) which emphasizes that Generation Z is not only looking for financial benefits, but also socially and personally meaningful work. They want their work to have a positive impact on their lives and society.

Research Methods

This study uses a qualitative approach by using a literature review to analyze the role of positive psychology on the work motivation of generation Z. The qualitative method was chosen because it aims to deeply understand complex social phenomena through an inductive thinking process (Adlini, M. N., et al, 2022, p. 975). The literature review in the qualitative method aims to provide a comprehensive overview of the topic being analyzed. This technique involves selection and critical analysis from academic sources, such as journals, books, and research reports (Synder, H. 2019). In this study, the literature reviewed came from a variety of reliable sources published between 2017 and 2024, using keywords such as "positive psychology", "work motivation", "generation Z", "leadership", and "work environment". Searches are conducted systematically through databases such as Google Scholar, Google Chrome, and online libraries. The search results produced a number of references, consisting of 14 journals and 6 books that have been reviewed and concluded as shown in table 3.1 and table 3.2. These sources are then selected based on their relevance and quality, which will be discussed and displayed in table 4.1. This process involves identifying key themes that emerge from the literature, such as the influence of a positive work environment on the motivation and well-being of Generation Z employees.

The scheme of this literature review is:



Figure 1 Schematic of Review

Related journal findings:

Table 1 Journal Analysis Results

No	Researcher Name	Journal Title	Journal	Results of Reference Analysis
1	Khalishatun Nuriyah, Diah Maghfiroh Setiawan Putri, Zahro Anisa, and Abu Hasan Agus R	Application of Positive Psychology Principles in Management Policies Human Resources to Improve Performance and Satisfaction Work	<i>Journal of Educatio FKIP UNMA</i> , Vol. 10, No. 2, July 2, 2024. https://doi.org/10.31949/educatio.v10i2.8184	The results of the analysis show that the application of appreciation, emotional balance, and appreciation for employee contributions can increase job satisfaction and motivation.
2	Pramitha Kusuma Putri	GEN Z IN THE WORLD OF WORK: Personality and Motivation Become Determinants of Work Productivity.	<i>Economics & Business Student Journal</i> , Vol. 4, No. 1, January 1, 2024. https://doi.org/10.37481/jmeb.v4i1.650	The results of the study show that work-life balance and meaningful job opportunities play an important role in increasing the work motivation of generation Z in the workplace.
3	Hanifah and Prabu Wardono	IDENTIFICATION OF FACTORS SHAPING THE BEHAVIOR OF GENERATION Z JOB SEEKERS IN INDONESIA	<i>Journal of Business and Management Applications (JABM)</i> , 6 (3), 628-628, September 28, 2020. https://doi.org/10.17358/iabm.6.3.628	The results show that Generation Z tends to look for a workplace that supports their personal growth and supports values such as work-life balance.
4	Muhammad Girinda Syahdi, Rini Sugiarti, and Fendy Suhariadi	Generation Z Work Motivation : A Literature Review	<i>Action Research Literate</i> , Vol 8, No. 3, March 25, 2024. https://doi.org/10.46799/ar.v8i3.236	The results of the study explain that Generation Z is motivated by nonfinancial rewards, flexible work environments, and recognition for their individual contributions.

5	Yuli Fajriyanti, Asmadhini Handayani Rahmah, and Sofia Ulfa Eka Hadiyanti	Analysis of Generation Z's Work Motivation Influenced by the Work Environment and Work Commitment	<i>Journal of Trends Economics and Accounting Research</i> , Vol 4, No 1. September 20, 2023. https://doi.org/10.47065/jtear.v4i1.808	This study examines the impact of the environment and work commitment on the motivation of Generation Z. The results show that a positive work environment and high commitment increase intrinsic motivation, strengthening the role of positive psychology in the workplace.
6	Eli Retnowati, Didit Darmawan, Arif Rachman Putra, Riyan Sisiawan Putra, and Fayola Issalillah	The Influence of Psychological Capital, Quality of Work Life, and Leadership on Employee Performance.	<i>Baruna Horizon Journal</i> , Vol. 6, No.1. June 1, 2023. https://doi.org/10.52310/jbhorizon.v6i1.94	The results of the study show that psychological capital such as optimism, hope, and reliance have a significant impact on Generation Z in motivating work, especially in a collaborationbased work environment.
7	Feti Fatonah, Achmad Naufal, Eldo Tri, Faris Muhammad, and Muhamad Adimukti	The Influence of Positive Psychology and Leadership on Employee Work Motivation.	<i>Journal of Management, Accounting and Logistics (JUMATI)</i> , Vol 2, No 1.16 June 2024. https://doi.org/10.54268/baskara.v2i1.6198	The results of the study show that positive psychology encourages the achievement of targets, resilience, and adaptation of employees. Leadership based on empathy, appreciation, and optimism has a significant impact on the work motivation of Generation Z.
8	Nurlaila Effendy & Herlina Subandriyo	The level of individual flourishing in the organization of PT X and PT Y.	<i>Experientia Journal: Indonesian Journal of Psychology</i> . Vol. 5 No.1 July 1, 2017 https://doi.org/10.33508/exp.v5i1.1548	This study discusses the concept of flourishing in positive psychology as an indicator of organizational well-being. <i>Flourishing</i> , as the pinnacle of subjective well-being, is positively correlated with work motivation, especially through optimism and the development of

				employees' selfpotential.
No	Researcher Name	Journal Title	Journal	Results of Reference Analysis
9	Ancient Betniar	Analysis of the influence of employee welfare on employee morale at PT. Asuransi Jiwasraya (Persero) Medan.	<i>Journal of Management and Business</i> . Vol 18, No. 2. 2018 https://doi.org/10.5436/jmb.v18i2.427	This study shows that improving employee welfare contributes to employee loyalty, morale, and productivity in the service industry sector.
10	Gilang Pratama Hafidz & Mega Noviyati	Analysis of work motivation, transformational leadership and organizational culture on employee performance mediated by job satisfaction in the generation Z workforce	<i>Fair Value: Scientific Journal of Accounting and Finance</i> , Vol 4 No. 7, 2763-2773. 2022. https://doi.org/10.32670/fairvalue.v4i7.1250	The results of the study show that transformational leadership based on positive psychology, through appreciation and support for individual development, can strengthen the work motivation of Generation Z.
11	Bamban & Septiawan Endah Masrunik	Motivation of Generation Z at Work	<i>Journal of Management and Business Studies</i> , Vol 7 No. 2, 74-82. 2020. http://dx.doi.org/10.21107/jsmb.v7i2.9044	The results of the analysis show that job happiness, rewards, and leadership that support personal and professional development affect the motivation of Generation Z employees at Sultan Coffee. A collaborative work environment and non-financial rewards encourage their maximum contribution.
12	Dian Yudhawati	Implementation of Positive Psychology in Student Personality Development	<i>Psycho Idea</i> , Vol 16, No.2, 111-118. 2018. http://dx.doi.org/10.30595/psychoidea.v16i2.3363	The results of the study show that the application of positive psychology principles (optimism, empathy, and happiness) helps individuals, including college students, reach their maximum potential.

1 3	Guntur Syahputra Saragih, Yudi N S, Rada P K, Meiliza K, & Vannia S P.	Generation Z in the workplace: Bridging worklife balance, emotional intelligence, and employee growth for optimal performance.	<i>Bussman Journal: Indonesian Journal of Business and Management</i> , Vol 4, No. 2, 294-315. https://doi.org/10.5336/buss.v4i2.228	This study examines the influence of employee development, emotional intelligence, and work-life balance on performance in the Surabaya cosmetics industry. The results show that these three factors significantly improve employee performance.
1 4	Yayan Yanuari	Analysis of the influence of work motivation and work environment on employee performance	<i>BASKARA: Journal of Business and Entrepreneurship</i> , Vol 2, No 1. 2019 https://doi.org/10.5426/baskara.v2i1.6198	This journal highlights the influence of the work environment and motivation on employee performance. The results of the analysis show that employees, including the younger generation, are more productive in a pleasant environment and have clear communication.

Related book findings:

Table 2 Results of Book Analysis

No	Author's Name	Publisher and Year of Publication	Book Title	Summary
1	Reza Fahlevi, Nicholas Simarmata, Ratnasartika Aprilyani, Dian Jayantari Putri K Hedo, Meilisa Silviana Patodo, Diana Putri Arini, Yohannes	PT. Global Technology Executive, December 28, 2022	POSITIVE PSYCHOLOGY	
			Chapter I: Pahlevi, R. (2022). <i>Positive Psychology Concept</i>	This chapter reviews the basics and applications of positive psychology, with an emphasis on happiness, character strength, and optimism. This approach aims to improve the quality of life of individuals, including in the work environment.
			Chapter II: Simarmata, N. (2022). <i>Identifying Happiness</i>	This chapter discusses the determinants of happiness in personal and professional life. The application of positive psychology in the
No	Author's Name	Publisher and Year of	Book Title	Summary

		Publication		
	Wijaya, and Ida Fitri Shobihah.			workplace emphasizes the importance of creating a sense of happiness to increase job satisfaction and motivation.
2	Ermida Simanjuntak & Detricia Tedjawidjaja	Widya Mandala Catholic University Surabaya, 2022	Well-being in the perspective of positive psychology	This book discusses the concept of well-being in positive psychology and how it affects work motivation. Work that is meaningful and supports employees' psychological well-being can improve their motivation and performance.
3	M Thaufiq Amir, Nurlaila Effendy, and Wustari L Mangundjaya.	Prenada Media Group, Jakarta. 20 April 2021	Positive Organization and Leadership: The Application of Positive Psychology in the Workplace	This book discusses the importance of creating a supportive work environment and positive psychology-based leadership that has proven effective in increasing motivation and productivity by building confidence and happiness in the workplace.
4	Reza Ahmadiansah	Total Media Creation, July 24, 2020	INDUSTRIAL & ORGANIZATIONAL PSYCHOLOGY; Motivation and Job Satisfaction Review	This book discusses the application of positive psychology in industrial and organizational psychology, with a focus on improving employee well-being. Concepts such as happiness and optimism are used to increase motivation, job satisfaction, and organizational productivity.
5	Febrianty, & Muhammad S	Inteligi Publisher of the Indonesian Association of Brilliant Houses, 11 October 2023	HUMAN RESOURCE MANAGEMENT PRO GEN Z	This book discusses human resource management, especially Generation Z, by highlighting their need for work-life balance and flexibility. The application of positive psychology plays a role in creating a work environment that supports Gen Z's productivity and motivation.
6	Indrasari Meithiana	Indomedia Pustaka, Yogyakarta. 2017.	Job satisfaction and employee performance An overview of the dimensions of organizational climate, individual creativity, and job characteristics	This book discusses factors that affect job satisfaction, such as organizational climate and individual creativity. Positive psychology helps create a work environment that encourages creativity and well-being. As a result, it improves employee performance and motivation.

Results And Discussion

As a result of the literature analysis, the author found several relevant articles about the role of *positive psychology* on the work motivation of Generation Z.

Table 3 Analysis of the Role of Positive Psychology on Gen Z Motivation

Writer	Heading	Year	Participants	Method Design & Data Capture	Results & Conclusion
Simanjuntak, E & Dectricia, T.	Well-being in the perspective of positive psychology	2022	Students & Employees	Literature studies & in depth interviews	Well-being in the perspective of positive psychology which includes happiness, life satisfaction, and achievement of meaning. This approach increases job satisfaction.
Fatonah, F., Naufal, A., Rahmadani, E. T., Fahrezi F. M., & Prasoj, M. A.	The Influence of Positive Psychology and Leadership on Employee Work Motivation.	2024	Private Employees	Quantitative, Questionnaire	Positive psychology and transformational leadership increase work motivation through improved psychological wellbeing and work engagement.
Fajriyanti, Y., Asmadhini, H. R., & Sofia, U. E. H.	Analysis of Generation Z's Work Motivation Influenced by the Work Environment and Work Commitment	2023	Generation Z in Private Companies	Quantitative Survey	Positive psychology is able to create a work environment that encourages creativity and wellbeing. As a result, it improves employee performance and motivation. <i>Work-life balance</i> is an important factor.
Amir, M. T., Nurlaila, E., & Wustari, L. N.	Positive Organization and Leadership: The Application of Positive Psychology in the Workplace	2021	Organization s & Leaders	Literature Studies	The application of positive psychology in leadership improves organizational performance and job satisfaction through increased sense of meaning and social relationships.
Effendy, N. & Subandriyo, H.	The level of <i>individual flourishing</i> in the organization of PT X and PT Y.	2017	Employees of PT. X & PT. Y	Observation & Survey	The level of <i>individual flourishing</i> in an organization correlates positively with employee motivation and well-being.
Saragih, G. S., Supriadi, Y. N., Kinasih, R.P., Karunia, M., & Puspita, V. S.	Generation Z in the workplace: Bridging work-life balance,	2024	Generation Z in Multinationa l Companies	Qualitative Studies, Interviews.	<i>Work-life balance</i> , emotional intelligence, and career development opportunities affect the motivation and optimal

	emotional intelligence, and employee growth for optimal performance.				performance of Generation Z.
Putri, P. K.	GEN Z IN THE WORLD OF WORK: Personality and Motivation Become Determinants of Work Productivity.	2024	Generation Z in the Business Sector	Quantitative Survey	Proactive personality and intrinsic motivation are determinants of work productivity of Generation Z. Non-financial rewards also play an important role in work motivation,
Ahmadiansyah, R.	INDUSTRIAL & ORGANIZATIONAL PSYCHOLOGY; Motivation and Job Satisfaction Review	2020	Industrial Employees	Literature Studies	Motivation and job satisfaction affect each other and have an impact on improving organizational performance. Industrial psychology focuses on balancing demands and resources.
Hafidz, G. P & Noviyanti, M.	Analysis of work motivation, transformational leadership and organizational culture on employee performance mediated by job satisfaction in the generation Z workforce	2022	Generation Z in Service Companies	Quantitative, Questionnaire	Better performance is driven by a positive company culture and transformational leadership.
Nuriyah, K., Diah, M. S. P., Zahro, A., & Abu, H. A. R	Application of Positive Psychology Principles in Management Policies Human Resources to Improve Performance	2024	Employees of the Education Sector	Qualitative Studies	The principles of positive psychology in HR management influence performance and satisfaction levels through recognition and skill development.

	and Satisfaction Work				
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Based on the table above, the application of *positive psychology* has a significant role in increasing work motivation. The following are the results of a relevant literature analysis related to the role of *positive psychology* on the work motivation of Generation Z employees:

- Improved Welfare and Job Satisfaction:** A study from Simanjuntak & Detricia (2022) and Fatonah et al. (2024) shows that psychological well-being, which is the main focus of positive psychology, has a direct impact on motivation and job satisfaction. Gen Z tends to value a work environment that supports mental and emotional health, and provides opportunities to grow.
- Positive Leadership and Empowerment:** Amir et al. (2021) emphasized the importance of positive leadership that encourages optimism and empowerment. Generation Z, known for their need for autonomy and recognition for their contributions, is more motivated when led by leaders who support personal and professional growth.
- Work-Life Balance and Flexibility:** Fajriyanti et al. (2023) and Saragih et al. (2024) talk about how important it is to maintain a balance between personal and professional lives. Positive psychology supports the achievement of this balance through an approach that respects individual needs, which is especially important for Generation Z who prioritize work flexibility.
- The Importance of Meaning and Purpose in Work:** Effendy & Subandriyo (2017) and Putri (2024) reveal that Generation Z seeks meaning and purpose in their work. Positive psychology helps create a meaningful work environment by emphasizing individual strengths and achieving goals that are relevant to personal values.
- Recognition and Recognition:** A study from Hafidz & Noviyati (2022) shows that consistent recognition and recognition, which are part of positive psychology practices, increase work motivation. Generation Z is more motivated to work hard when they feel appreciated for their contribution to work.
- The Influence of the Environment and Organizational Culture:** Ahmadiansyah (2020) and Nuriyah et al. (2024) discuss how important it is to have a work environment that motivates positive spirits. An inclusive, collaborative, and innovation-supportive organizational culture is an important factor in keeping Generation Z motivated.

Based on literature analysis, the application of *positive psychology* in the work environment is proven to play an important role in increasing work motivation, especially in generation Z. *Positive psychology* not only focuses on overcoming problems, but also on strengthening individual potential, happiness, and well-being. Generation Z, with their unique characteristics, are more interested in meaningful work and support personal growth. Psychological well-being is a key factor because this generation is very concerned about mental health. Psychological well-being is an important factor for Generation Z who cares about mental health. A balanced work environment, positive leadership, and empowerment play a big role in motivating Gen Z, who value autonomy and recognition for their contributions. Non-financial rewards and an inclusive and collaborative work culture are also attractive to this generation. *Positive psychology* helps create an environment that encourages innovation and recognition, thereby increasing engagement and performance. By applying these principles, organizations can meet the needs of Gen Z and encourage employee productivity and loyalty.

Conclusion And Suggestion

Based on the results of the literature analysis that has been carried out, the application of positive psychology has been proven to have a significant impact on the work motivation of Generation Z. The main factors of positive psychology, such as psychological well-being, positive leadership that supports empowerment, and non-financial rewards, play an important role in increasing the work motivation of Generation Z employees. supports work-life balance, provides meaning in work, and enables self-development. The research also highlights the importance of an inclusive and collaborative organizational culture, which fosters innovation and increases employee engagement. Overall, positive psychology can serve as a tool capable of creating a work environment that is not only productive, but also supports the mental well-being and happiness of employees. By applying these principles, organizations are expected to create a work environment that not only supports productivity but also builds happy, healthy, and motivated employees to grow. So that the organization is able to increase employee loyalty, performance, and job satisfaction.

Organizations are advised to continue to apply positive psychology principles and technology-based strategies that support productivity and well-being to create a work environment that motivates and supports the growth of Generation Z. For further research, it is recommended to further examine the interaction between important factors in the organization, such as the work environment, organizational culture, leadership, compensation, etc work-life balance, and employee engagement, as well as how all of this affects employee motivation and performance. Further research can focus on evaluating how these variables interact and have a direct impact on employee motivation and productivity to provide a more comprehensive insight into HR management in the generation Z era.

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