

## Strategi SDM dalam Meningkatkan Keterlibatan Karyawan Generasi Z: Tinjauan Pustaka

### *HR Strategies in Increasing Employee Engagement in Generation Z: A Literature Review*

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#### Abstrak

Penelitian ini bertujuan untuk mengeksplorasi strategi manajemen sumber daya manusia (SDM) yang efektif dalam meningkatkan keterlibatan karyawan di kalangan Generasi Z. Dengan memahami karakteristik dan preferensi mereka, penelitian ini mengidentifikasi faktor-faktor utama yang memengaruhi keterlibatan karyawan dan merumuskan strategi SDM yang dapat meningkatkan retensi, motivasi, dan keterlibatan di kalangan Generasi Z. Dengan memahami karakteristik dan preferensi mereka, penelitian ini mengidentifikasi faktor-faktor utama yang memengaruhi keterlibatan karyawan dan merumuskan strategi SDM yang dapat meningkatkan retensi, motivasi, dan produktivitas tenaga kerja Generasi Z. Penelitian ini menggunakan metode tinjauan pustaka sistematis dengan pendekatan deskriptif-kualitatif. Data dikumpulkan dari jurnal ilmiah, laporan industri, dan publikasi akademis terkemuka yang berfokus pada keterlibatan karyawan Generasi Z. Analisis dilakukan dengan mensintesis temuan penelitian sebelumnya untuk mengidentifikasi pola, tren, dan rekomendasi strategis dalam meningkatkan keterlibatan karyawan. Hasil penelitian menunjukkan bahwa keterlibatan karyawan di kalangan Generasi Z dipengaruhi oleh empat faktor utama: (1) fleksibilitas kerja, (2) komunikasi berbasis teknologi, (3) employer branding, dan (4) peluang pengembangan karier. Temuan tersebut menegaskan bahwa perusahaan perlu menerapkan kebijakan yang lebih adaptif, seperti lingkungan kerja yang fleksibel, memanfaatkan teknologi dalam komunikasi, memperkuat nilai-nilai perusahaan melalui employer branding, dan menyediakan jenjang karier yang jelas. Studi ini memberikan wawasan bagi organisasi dalam merancang kebijakan SDM yang lebih relevan dengan kebutuhan Generasi Z. Dengan menerapkan strategi yang berfokus pada fleksibilitas, teknologi, dan pengembangan karier, perusahaan dapat meningkatkan keterlibatan dan loyalitas karyawan, yang pada gilirannya berdampak positif pada produktivitas dan daya saing organisasi.

**Kata kunci:** Keterlibatan Karyawan, Generasi Z, Strategi SDM, Fleksibilitas Kerja, Employer Branding, Teknologi Kerja

#### Abstrak

*This research aims to explore effective human resource management (HR) strategies in increasing employee engagement among Generation Z. By understanding their characteristics and preferences, this research identifies key factors that influence employee engagement and formulates HR strategies that can improve retention, motivation, and engagement among Generation Z. By understanding their characteristics and preferences, this study identifies the key factors that influence employee engagement and formulates HR strategies that can improve the retention, motivation, and productivity of the Generation Z workforce. This study uses a systematic literature review method with a descriptive-qualitative approach. Data was collected from scholarly journals, industry reports, and reputable academic publications focusing on Generation Z employee engagement. Analysis was conducted by synthesizing previous research findings to identify patterns, trends, and strategic recommendations in improving employee engagement. The results show that employee engagement among Generation Z is influenced by four main factors: (1) work flexibility, (2) technology-based communication, (3) employer branding, and (4) career development opportunities. The findings confirm that companies need to implement more adaptive policies, such as a flexible work environment, utilizing technology in communication, strengthening company values through employer branding, and providing clear career paths. This study provides insights for organizations in designing HR policies that are more relevant to the needs of Generation Z. By implementing strategies that focus on flexibility, technology, and career development, companies can increase employee engagement and loyalty, which in turn has a positive impact on organizational productivity and competitiveness.*

**Keywords:** Employee Engagement, Generation Z, HR Strategy, Work Flexibility, Employer Branding, Work Technology.

## Introduction

Demographic changes in the world of work today show that Generation Z is beginning to dominate the global workforce. Born between 1997 and 2012, this generation has unique characteristics compared to previous generations, such as high dependence on technology, need for work flexibility, and orientation towards values and goals in work. This change requires companies to adjust their human resource management (HR) strategies to increase employee engagement, which is the emotional involvement and commitment of employees to their work and organization. High employee engagement has been shown to have a positive impact on a company's productivity and profitability. A study by Gallup (2023) showed that organizations with high employee engagement saw an increase in productivity by 18% and profitability by 23%. However, a Deloitte report (2022) revealed that only 35% of Generation Z employees feel truly engaged at work, suggesting a significant challenge for organizations in maintaining the motivation and loyalty of this generation. Furthermore, research shows that Generation Z has different expectations in the work environment compared to previous generations. A study from McKinsey (2022) found that more than 60% of Gen Z employees priorities work flexibility and work-life balance. In addition, they favor digital-based communication in work interactions (PwC, 2021), and pay great attention to sustainability and corporate values that they perceive as aligned with their personal principles (LinkedIn, 2023). If companies fail to meet these expectations, the negative impacts are significant, such as high turnover rates, reduced productivity, and reduced competitiveness in the labour market. The Work Institute (2022) reports that

more than 30% of Generation Z employees leave their jobs within the first year, contributing to increased recruitment and training costs for companies.

In addition, they favour digital-based communication in work interactions (PwC, 2021), and pay great attention to sustainability and corporate values that they perceive as aligned with their personal principles (LinkedIn, 2023). If companies fail to meet these expectations, the negative impacts are significant, such as high turnover rates, reduced productivity, and reduced competitiveness in the labour market. The Work Institute (2022) reports that more than 30% of Generation Z employees leave their jobs within the first year, contributing to increased recruitment and training costs for companies. This is reinforced by Rahmah & Rukmana's (2024) research which shows that work motivation among Generation Z is strongly influenced by factors such as recognition, career development opportunities, and an inclusive work environment. Furthermore, digital transformation also plays an important role in increasing employee engagement among Gen Z. Bilderback (2024) found that technology-based communication, such as the use of collaborative apps and social media in the workplace, can increase productivity as well as employee engagement. However, he also warns about the risk of digital overload that can reduce work effectiveness if not managed properly (Bilderback, 2024).

By understanding these factors, organizations can develop HR strategies that are more innovative and relevant to Generation Z's needs. This will not only increase employee engagement, but also help organizations create a more adaptive, inclusive and sustainable work environment. Therefore, this study aims to explore HR strategies that are effective

in increasing employee engagement for Generation Z. By understanding their characteristics and needs, organizations can develop more innovative HR strategies that are relevant to their needs. By understanding their characteristics and needs, organizations can develop more adaptive work policies and practices to improve employee engagement and create a more productive and sustainable work environment. This research will focus on a literature review to identify HR strategies that have proven successful in building Generation Z employee engagement, so that it can serve as a foundation for companies in designing policies that are more relevant to today's workforce dynamics.

### **Problem Formulation**

This research focuses on the challenges faced by organisations in increasing employee engagement among Generation Z. Although Generation Z has become an important part of today's workforce, their engagement levels are still relatively low compared to previous generations. According to a report by Deloitte (2022), only about 35% of Generation Z employees feel truly engaged at work, which has resulted in increased turnover rates and decreased organisational productivity. The formulation of the problem:

1. What are the main factors that influence the level of employee engagement among Generation Z?
2. What are the effective HR strategies in increasing Generation Z employee engagement in the modern work environment?
3. What is the role of employer branding, work flexibility, and technology in increasing employee engagement among Generation Z?
4. What are the key challenges organizations face in implementing Generation Z engagement-oriented HR strategies?

The objectives to be achieved in this study are:

1. Analyze the key factors that influence the level of employee engagement among Generation Z based on a review of recent literature.
2. Identify and evaluate HR strategies that have proven effective in increasing Generation Z engagement across industries and work sectors.
3. Explain the role of employer branding, work flexibility, and digital transformation in building an attractive work environment for Generation Z.
4. Provide strategic recommendations for organisations in developing HR policies that are more adaptive, innovative, and in line with Generation Z characteristics to increase their employee engagement and loyalty.

This study uses a qualitative research design with a systematic literature review method. This design was chosen because it allowed the researcher to identify, evaluate, and synthesize findings from previous studies related to HR strategies in increasing employee engagement among Generation Z. Using this approach, the research was able to explore various factors that influence employee engagement, as well as identify HR strategies that have been proven effective in various industries. Data was collected from secondary sources, such as scholarly journals, industry reports, and relevant academic publications, which were then analyzed in depth to find patterns, trends, and strategic recommendations.

The research approach used is a descriptive-qualitative approach, which aims to provide a deeper understanding of the concepts, strategies, and challenges in increasing employee engagement

among Generation Z. This approach is carried out through several stages, starting from secondary data collection, analysis and synthesis of findings, critical evaluation of the reviewed literature, to interpretation of results to identify the most effective HR strategies. With this method, the research can provide a broader and more structured picture of relevant HR strategies and assist organizations in developing policies that are more adaptive to the needs of Generation Z. In addition, the systematic literature review also enables this research to be evidence-based research, so that the results obtained have a strong theoretical foundation and can be implemented in a practical context.

In this study, the main instrument used to collect data was documentation from various sources of scientific literature, such as academic journals, industry reports, and publications from trusted organisations. The researcher used a systematic literature review method, which involves the process of searching, selecting, and analysing previous research relevant to HR strategies in increasing employee engagement in Generation Z.

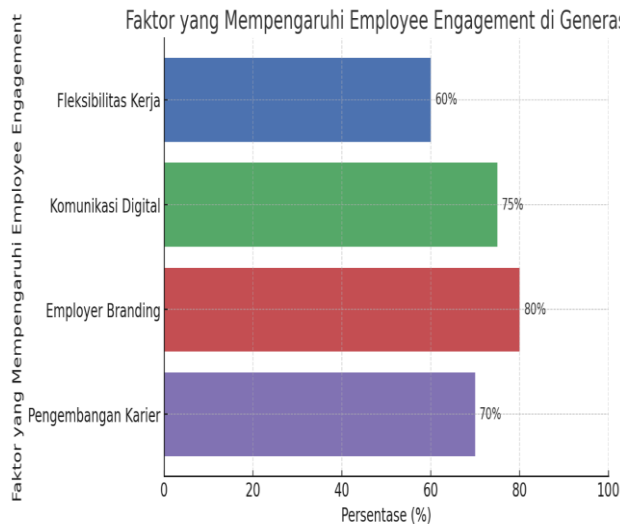
To ensure data reliability and validity, only sources with high credibility were used, such as peer-reviewed journals and reports from leading organisations in the field of human resource management. With this approach, the research can produce an evidence-based synthesis, as well as provide insights that can be implemented by organisations in improving Generation Z employee engagement.

## **Results and Discussion**

The results of the literature review show that employee engagement among Generation Z is influenced by several key factors, such as work flexibility, use of technology, company culture, and career development

opportunities. A study by Rahmah & Rukmana (2024) found that more than 60% of Gen Z employees prioritise work flexibility, either in the form of remote work or a more flexible work schedule (Rahmah & Rukmana, 2024). In addition, Bilderback (2024) revealed that 75% of Gen Z employees are more comfortable with digital-based communication compared to direct communication in the workplace (Bilderback, 2024). In addition to these factors, employer branding also plays an important role in increasing Gen Z employee engagement. A study from Panagiotidou (2025) found that 80% of Gen Z employees are more likely to stay with a company that has values and mission that align with their principles (Panagiotidou, 2025). Other findings also suggest that employee engagement can increase if they are given clear career development opportunities. Kasana (2024) reported that around 70% of Gen Z employees are more loyal to companies that offer regular training and skills development programmes (Kasana, 2024).

The results of this study indicate that organisations need to implement more adaptive HR strategies to increase employee engagement in Generation Z. Some of the recommended measures include implementing flexible working, utilising more interactive communication technologies, and strengthening employer branding by emphasising the value of sustainability and inclusiveness. A graph or table showing a comparison of the factors that contribute to employee engagement in Generation Z can be used to clarify the patterns found in this study.



Below is a visualisation in the form of a bar chart showing the key factors that influence employee engagement in Generation Z based on the research findings. For completeness, a summary table of the main findings is also presented below:

**Table 1**  
**Summary of Key Findings**

Factor	Percentage of Gen Z employees influenced	Source
Work Flexibility	60%	Rahmah & Rukmana (2024)
Digital Communication	75%	Bilderback (2024)
Employer Branding	80%	Panagiotidou (2025)
Career Development	70%	Kasana (2024)

The findings suggest that work flexibility, digital-based communication, strong employer branding, and career development opportunities are key factors in increasing employee

engagement in Generation Z. Companies that want to retain and improve the engagement of employees from this generation need to adapt HR strategies that cater to their preferences.

The results of this study show that employee engagement among Generation Z is strongly influenced by work flexibility, digital communication, employer branding, and career development opportunities. This finding is in line with the Self-Determination Theory (Deci & Ryan, 1985), which states that individuals have three main psychological needs, autonomy, competence, and relatedness that if fulfilled, will increase their motivation and engagement at work. In the context of Generation Z, work flexibility fulfils their autonomy needs, while strong employer branding and career development opportunities help fulfil competence and connectedness needs at work. Moreover, the results of this study also support a previous study conducted by Gallup (2023), which found that organisations with flexible policies and career development opportunities have higher levels of employee engagement.

Research from Rahmah & Rukmana (2024) showing that 60% of Generation Z prioritises work flexibility, as well as Bilderback's (2024) study revealing that 75% of Gen Z employees are more comfortable with digital-based communication, reinforces the view that companies should adopt a technological approach in building employee engagement. However, this research also extends the understanding of previous studies by emphasizing the importance of employer branding in attracting and retaining Generation Z. While employer branding has previously been associated with attracting new talent (Ambler & Barrow, 1996), this study shows that employer branding also plays a role in increasing employee engagement after they join the company. The finding that

80% of Generation Z is more likely to stay with a company whose values and mission align with their principles (Panagiotidou, 2025) confirms that non-material factors such as company culture and vision of sustainability are increasingly important in building this generation's employee engagement. Nonetheless, the study also found that high reliance on digital communication has the potential to create digital overload, which can negatively impact employee well-being and engagement. Bilderback (2024) warns that although digital communication increases efficiency, without proper regulation, it can cause stress due to information overload. Therefore, HR strategies that focus on the balance between technology and human interaction remain necessary. Overall, this research not only supports previous studies, but also provides a more specific perspective on how organisations can develop more adaptive HR strategies to increase employee engagement among Generation Z. The findings emphasise the importance of a holistic approach that includes work flexibility, effective digital communication, strong employer branding, and career development opportunities to create an engaging and sustainable work environment for Generation Z.

### **Conclusion**

The results of this study show that effective HR strategies to increase employee engagement among Generation Z should focus on work flexibility, technology-based communication, strong employer branding, and career development opportunities. Work flexibility proved to be an important factor, with 60% of Gen Z employees preferring a flexible work environment (Rahmah & Rukmana, 2024). Additionally, 75% of them are more comfortable with digital-based

communication compared to in-person communication in the workplace (Bilderback, 2024). Employer branding also plays an important role, with 80% of Gen Z employees more likely to stay with companies that have values and missions that align with their principles (Panagiotidou, 2025). Furthermore, career development opportunities are a major factor in increasing employee loyalty, with 70% of Gen Z employees more engaged at companies that offer training and skills development programmes (Kasana, 2024).

These findings directly relate to the research objectives of identifying the key factors that influence employee engagement among Generation Z and evaluating the most effective HR strategies to increase their engagement. The research confirms that organisations need to adopt a more adaptive approach, by tailoring work policies to Generation Z's preferences, optimising the use of technology, and building attractive employer branding. By implementing these strategies, organisations can improve the retention, motivation and productivity of the Generation Z workforce, in line with the research objective of providing evidence-based recommendations for more effective and sustainable HR policies.

### **Recommendations**

Based on the results of this study, organisations are advised to implement more adaptive HR strategies in order to increase employee engagement among Generation Z. One of the main steps is to increase work flexibility, either through remote work options, more flexible work schedules, or hybrid work environments, considering that 60% of Gen Z employees prefer flexible work systems (Rahmah & Rukmana, 2024). In addition, the use of technology in communication and collaboration must be optimised, but still needs to be balanced so as not to

cause digital overload, as identified by Bilderback (2024). Therefore, companies can develop technology use policies that support employee engagement without causing stress due to information overload. In addition, employer branding needs to be strengthened by highlighting company values that are in line with Generation Z preferences, such as sustainability, inclusiveness and work-life balance. With 80% of Gen Z employees more likely to stay with companies that have values and missions that align with their principles (Panagiotidou, 2025), organisations need to be more transparent in conveying their culture and purpose to prospective and existing employees. Equally important, training and skills development programmes should be strengthened to ensure that Generation Z has the opportunity to grow and improve their competencies. This research shows that 70% of Gen Z employees are more loyal to companies that offer continuous career

development programmes (Kasana, 2024). Therefore, companies can adopt technology-based training, mentoring programmes and clear career paths as strategies to improve employee engagement and retention.

For future research, it is recommended to conduct empirical studies with quantitative and qualitative approaches to measure the effectiveness of HR strategies that have been implemented in various industries. In addition, further research could explore how different cultures and work sectors affect Generation Z's preferences and engagement. Comparative studies between Generation Z and previous generations can also provide deeper insights into the changing trends of employee engagement and how HR strategies can adapt to deal with these shifts. As such, these recommendations not only contribute to human resource management practice, but also serve as a foundation for future academic research.

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