

Employee's Dilemma – How Meaningfulness in Work Can Influence Gen Z to Stay in Organization

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ABSTRACT

Retaining Generation Z (Gen Z) employees is an organizational challenge due to their low loyalty and high expectations for work-life balance. Meaningfulness in work is considered to contribute to increasing their intention to stay in the organization. To examine the influence of knowledge sharing system and job crafting on meaningfulness in work and intention to stay of Gen Z employees. The data was analysed using statistical techniques to test the relationship between variables. The results of the analysis show that all hypotheses in this study are significantly supported. The Knowledge Sharing System plays an important role in improving job crafting, meaningfulness in work, and employee intention to stay. In addition, job crafting not only increases the meaning of work but also contributes directly to employee loyalty to the organization. Effective job crafting and knowledge sharing system management can increase the meaning of work, strengthen Gen Z's loyalty to the organization.

Keywords:

Meaningfulness in Work, Generation Z, Job Crafting, Knowledge Sharing System, Intention to Stay.

INTRODUCTION

Retaining employees is one of the challenges of today's organizations, even more so the presence of Generation Z in the labour market. The existence of Gen Z brings significant changes, especially in terms of expectations for jobs. Gen Z comes with the characteristics of being open to change and technology, loves flexibility, ensures the need for life balance and personal satisfaction at work (Good Stats, 2024). One of the phenomena that is often associated with Gen Z is the tendency to easily change jobs when they feel that the organization they work for is not able to meet their expectations, or in other words, Gen Z is considered not to have high loyalty.

Gen Z is a generation that grew up in the digital era and is known as a creative and innovative generation and they have time for family and friends and pursue their own interests (Santoso, 2024) is often referred to as a generation full of potential so that it provides opportunities to be used as a company asset with the record that the organization is able to manage their characteristics correctly. Behind its uniqueness, Gen Z also has negative stereotypes, so many companies are reluctant to recruit Gen Z employees because their behaviour is often counterproductive in the world of work, besides that Gen Z also tends to be disloyal and unrealistic in the world of work, they will easily change workplaces to seek greater income (Murwani, 2024).

Based on the katadata (2022), there are several reasons that make Gen Z resign from the workplace, namely salaries that do not match the job description, irregular working hours, unhealthy work culture, unclear company SOPs, toxic colleagues, excessive workload, no clear career path, and no work-life balance. Some of the strategies that companies can implement in maintaining Gen Z loyalty are fostering a work culture that is in line with the values and strengths of Gen Z, such as the use of advanced technology, learning and development opportunities that can

support their careers, branding or image of a company, and mental health support (Murwani, 2024). According to Good Stats (2024), there are several factors that make Gen Z survive in the workplace, some of which are comfortable work environments, flexible work schedules, competitive salaries, work locations close to home, get bonuses, and complete office facilitators.

Meaningfulness in work or often referred to as meaningful work is a work condition that makes a person feel motivated and confident that the work done or owned is important and valuable. Happiness that arises in the workplace caused by a sense of meaning can reduce employees' intention to move or turnover intention (Hasan & Djudiyah, 2023).

Basically, a knowledge sharing system supports employees in exchanging and accessing diverse information with other members of the workforce freely (Malik & Malik, 2023). This has a positive impact on employees in increasing competence and knowledge at work, disseminating diverse information, building structural and social resources that encourage employees to be more engaged in complex proactive tasks (Malik & Malik, 2023). Knowledge management systems also have a role in supporting the success of the organization and encouraging employees to have the intention to stay longer in the organization. Sometimes the problem is when employees do not have knowledge evenly so that it will hinder the work process and the success of an organization. Knowledge sharing will significantly influence employee behaviour in designing their work. Proactive efforts of employees tend to increase their intention to stay in the organization (Cinar & Basim, 2022).

One of the strategies that organizations can implement to keep employees motivated to survive is job crafting. Job crafting is an important means for employees to improve their meaningful experience at work, which encourages employees to stay in the organization. Meaningful work generally refers to a form of work that has personal meaning and value for the individual and reflects the harmony between a person's self, work role, and positive work experience (Malik & Malik, 2023). Job crafting is described as the way in which employees take an active role in initiating changes in the physical, cognitive, or social aspects of their work (Malik & Malik, 2023). So, in this case it is important to understand the role of the meaning of work in influencing the intention of Gen Z employees to survive. Therefore, this study examines the influence between the knowledge sharing system, job crafting, meaningfulness in work, and intention to stay. In addition, this study examines the mediation role of meaningfulness in work on job crafting and employee intention to stay.

METHOD

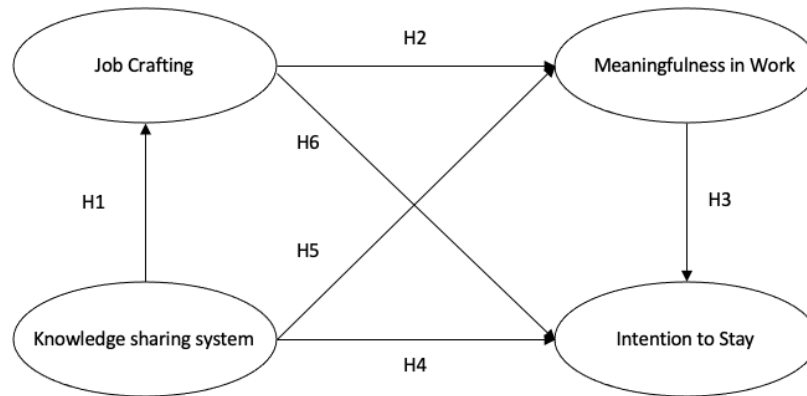


Figure 1. Research Framework

This study applies a quantitative approach to analyse the relationship between variables, namely knowledge sharing system, job crafting, meaningfulness to work, and intention to stay in Generation Z. Variables are measured using the Likert scale. Respondents were selected using a purposive sampling technique based on the criteria of Generation Z who were born between 1997 and 2012 and have at least two years of work experience as a permanent employee. Data processing is carried out using the Structural Equation Modelling (SEM) method, starting from the testing of the measurement model, which includes tests of convergent validity, validity of discrimination, and reliability. Furthermore, the analysis continued with the R-Square test, hypothesis testing using path coefficients, and evaluation of the structural model or inner model.

RESULTS AND DISCUSSION

Based on the results of the questionnaire distribution, the total number of respondents collected in this study was 362 people. However, after going through a selection process based on the criteria that have been set, only 353 respondents were qualified as research participants. Respondents were categorized based on demographic variables and other characteristics, including gender, domicile, age, last education level, type of job, length of work experience, industry sector where they worked, average monthly income, and behavioural information relevant to the job.

Table 1. Average Variance Extract

Variable	AVE
Intention to Stay	0.665
Job Crafting	0.691
Knowledge Sharing System	0.719
Meaningfulness in Work	0.690

The Average Variance Extracted (AVE) table shows that all variables in this study have AVE values above the threshold of 0.50, which indicates good convergent validity. The Knowledge Sharing System variable had the highest AVE value of 0.719, indicating that most of the variance described by this variable indicator was quite high compared to the error variance. Furthermore, Job Crafting and Meaningfulness in Work have AVE values of 0.691 and 0.690, respectively, indicating that the indicators also consistently measure the construct in question. Meanwhile, the Intention to Stay

variable has an AVE value of 0.665, which also indicates adequate convergent validity. Overall, these results indicate that the indicators in each variable are significantly able to reflect the constructed being measured.

Table 2. Fornell Larcker Criterion

Variable	Intention to Stay	Job Crafting	Knowledge Sharing System	Meaningfulness in Work
Intention to Stay	0.816			
Job Crafting	0.637	0.831		
Knowledge Sharing System	0.628	0.666	0.848	
Meaningfulness in Work	0.636	0.666	0.645	0.831

The discrimination test can also be seen from Fornell Larcker, all variables in the study have a greater construction value than other variables. The results of the reliability values of the alpha and Cronbach composites of each variable have a > value of 0.8, therefore all the constructions compiled in this study are said to be reliable. Discussion should explore the importance of the work, not repeat it. The combined Results and Discussion sections are often appropriate. Avoid extensive citations and discussions of published literature.

Table 3. Cronbach Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Information
Intention to Stay	0.916	0.933	Reliable
Job Crafting	0.968	0.971	Reliable
Knowledge Sharing System	0.965	0.968	Reliable
Meaningfulness in Work	0.949	0.957	Reliable

The results of the study showed that the majority of respondents were women, total 183 people. The most dominant age was 26-24 years old, with a total of 160 respondents. The most respondents were domiciled in DKI Jakarta and the Special Region of Yogyakarta. The majority of respondents have a final S1/D4 education level and work experience between 3 to 5 years. The average monthly income of respondents is in the range of IDR 5,000,001 to IDR 10,000,000,-. Respondents came from various industrial sectors, with dominance in the pharmaceutical, news media, mining, and health sectors.

Table 4. R-square dan R-square Adjusted

Variable	R Square	R Square Adjusted
Intention to Stay	0,520	0,516
Job Crafting	0,444	0,442
Meaningfulness in Work	0,516	0,513

The table above shows that the R-Square result of the Intention to Stay variable is 0.520 (52%). So it can be interpreted that in this study, the influence of Meaningfulness in Work, Knowledge Sharing System, and Job Crafting on Intention to Stay is 52%, while the remaining 48% is influenced by other variables. After that, the Job Crafting variable is 0.440 (44%). So it can be interpreted that in this study, the influence of the Knowledge Sharing System is 44.4%, while the remaining 55.6% is influenced by other variables. As for the variable of Meaningfulness In Work of 51.6%, which means that the influence of Knowledge Sharing System and Job Crafting on the Meaningfulness system is 51.6% while 48.4% is influenced by other variables.

Table 5. Convergent Validity: Loading Factor

Variable	IS	JC	KS	MW
IS1	0,791			
IS2	0,748			
IS3	0,822			
IS4	0,830			
IS5	0,847			
IS6	0,831			
IS7	0,836			
JS1		0,844		
JS2		0,828		
JS3		0,825		
JS4		0,763		
JS5		0,841		
JS6		0,848		
JS7		0,851		
JS8		0,846		
JS9		0,836		
JS10		0,870		
JS11		0,831		
JS12		0,848		
JS13		0,826		
JS14		0,830		
JS15		0,813		
KS1			0,829	
KS2			0,855	
KS3			0,835	
KS4			0,863	
KS5			0,875	
KS6			0,830	
KS7			0,824	
KS8			0,829	
KS9			0,831	
KS10			0,876	
KS11			0,870	
KS12			0,857	
MW1				0,848
MW2				0,860

Table 5. Convergent Validity: Loading Factor (Continued)

Variable	IS	JC	KS	MW
MW3				0,855
MW4				0,853
MW5				0,843
MW6				0,850
MW7				0,846
MW8				0,677
MW9				0,824
MW10				0,836

The convergence validity test is calculated to see the correlation between the indicator's value and its construct value. The first rule of thumb is seen from the value of the loading factor and must be more than 0.70, but if the value obtained is between 0.6 - 0.7, then the validity of convergence is still understandable. Based on the table above, almost all variables have a loading factor value of more than 0.70 and only one MW8 indicator has a value below 0.700, which is 0.677 but it is still understandable, so it will be included in the weakness of the study.

Table 6. Cross Loading Values

Indicator	Intention to Stay	Job Crafting	Knowledge Sharing System	Meaningfulness in Work
IS1	0,791	0,538	0,561	0,558
IS2	0,748	0,562	0,547	0,507
IS3	0,822	0,530	0,475	0,503
IS4	0,830	0,511	0,538	0,512
IS5	0,847	0,515	0,477	0,517
IS6	0,831	0,477	0,492	0,530
IS7	0,836	0,491	0,480	0,494
JS1	0,534	0,844	0,603	0,568
JS2	0,564	0,828	0,545	0,529
JS3	0,541	0,825	0,551	0,554
JS4	0,556	0,763	0,491	0,536
JS5	0,512	0,841	0,513	0,543
JS6	0,553	0,848	0,545	0,581
JS7	0,542	0,851	0,582	0,598
JS8	0,548	0,846	0,574	0,584
JS9	0,507	0,836	0,569	0,564
JS10	0,456	0,831	0,525	0,539
JS11	0,516	0,831	0,561	0,544
JS12	0,531	0,848	0,528	0,555
JS13	0,519	0,826	0,552	0,541
JS14	0,512	0,830	0,560	0,504
JS15	0,543	0,813	0,597	0,551
KS1	0,520	0,521	0,829	0,515
KS2	0,487	0,537	0,855	0,528
KS3	0,535	0,529	0,835	0,507

Table 6. Cross Loading Values (Continued)

Indicator	Intention to Stay	Job Crafting	Knowledge Sharing System	Meaningfulness in Work
KS4	0,543	0,572	0,863	0,521
KS5	0,536	0,600	0,875	0,586
KS6	0,576	0,566	0,830	0,548
KS7	0,569	0,600	0,824	0,596
KS8	0,534	0,565	0,829	0,520
KS9	0,513	0,549	0,831	0,527
KS10	0,544	0,612	0,876	0,583
KS11	0,539	0,579	0,870	0,580
KS12	0,489	0,536	0,857	0,537
MW1	0,547	0,573	0,561	0,848
MW2	0,530	0,593	0,530	0,860
MW3	0,499	0,574	0,547	0,855
MW4	0,499	0,531	0,545	0,853
MW5	0,512	0,581	0,584	0,843
MW6	0,543	0,567	0,538	0,850
MW7	0,509	0,555	0,545	0,846
MW8	0,585	0,469	0,435	0,677
MW9	0,540	0,524	0,526	0,824
MW10	0,517	0,551	0,535	0,836

The cross-loading value indicates the degree of relationship between the indicators and the measured construct, as well as their relationship with other constructs in the research model. Based on the data, indicators such as Intention to Stay (IS), Job Crafting (JS), Knowledge Sharing System (KS), and Meaningfulness in Work (MW) had the highest loading value on the measured construct, compared to other constructs, which confirms the validity of discrimination in this model. For

example, the IS1 to IS7 indicators have the highest loading value on Intention to Stay, while the MW1 to MW10 indicators show the dominant loading value on Meaningfulness in Work. This shows that each indicator significantly represents its main construct, according to strong criteria for the validity of discrimination.

Table 7. Descriptive Statistical Results

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Job Crafting	353	1,2	5,0	3,794	0,8425
Meaningfulness in Work	353	1,3	5,0	3,765	0,8294
Knowledge Sharing System	353	1,1	5,0	3,767	0,8550
Intention to Stay	353	1,1	5,0	3,690	0,8414
N					

The results of descriptive statistics show the distribution of data from four main variables in the study, namely Job Crafting, Meaningfulness in Work, Knowledge Sharing System, and Intention to Stay. All variables were analysed based on 353 respondents with a minimum scale of 1,1–1,3 and a maximum of 5,0. The Job Crafting variable had the highest mean of 3,794 with a standard deviation of 0.8425, indicating a moderate degree of variation in how individuals organize their work to increase its value and meaning. Meanwhile, Meaningfulness in Work had an average of 3.765 with a standard deviation of 0.8294, indicating that most respondents found meaning in their work with a fairly similar degree of variability.

The variable of the Knowledge Sharing System had an average of 3,767 with the highest standard deviation of 0,8550, reflecting that the knowledge sharing system was well implemented but still showed the level of variation between respondents. Finally, the Intention to Stay variable has an average of 3,690 with a standard deviation of 0,8414, which shows a positive trend but is slightly lower than other variables. Overall, these results indicate that respondents have a fairly good perception of all four variables, although there is a small variation in response rates among individuals. The results of this descriptive statistic provide a basis for further analysis in understanding the relationship between variables.

Table 8. Path Coefficients

Variable	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P Values	Information
(H1) Knowledge Sharing System -> Job Crafting	0,666	0,672	0,058	12,893	0,000	H1 Supported
(H2) Job Crafting -> Meaningfulness in Work	0,425	0,427	0,087	4,893	0,000	H2 Supported
(H3) Meaningfulness in Work -> Intention to Stay	0,286	0,277	0,064	4,445	0,000	H3 Supported
(H4) Knowledge Sharing System -> Intention to Stay	0,263	0,266	0,068	3,871	0,000	H4 Supported

Table 8. Path Coefficients (Continued)

Variable	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P Values	Information
(H5) Knowledge Sharing System - > Meaningfulness in Work	0,362	0,358	0,088	4,127	0,000	H5 Supported
(H6) Job Crafting - > Intention to Stay	0,272	0,275	0,072	3,748	0,000	H6 Supported

H1: knowledge sharing system has a positive effect on job crafting

The first hypothesis test shows that there is a positive and significant influence related to the variable of knowledge sharing system on job crafting with a beta coefficient of 0.666, t-statistic of 12.893, and p-value of 0.000. This means that when organizations implement an effective knowledge sharing system, employees tend to be more motivated to change or adjust their work to better suit their skills and needs. With a p-value of 0.000, the H1 hypothesis was accepted and the results showed a positive and significant relationship. This result is in line with research conducted by Afsar et al. (2019), namely knowledge sharing activities among employees, both within the team and across work units, are proven to be able to improve innovative work behaviours. This is closely related to job crafting, because knowledge sharing systems contribute positively to moderating the influence on innovative work behaviours. A study published in 2022 also found that knowledge sharing plays a significant role in improving job crafting among employees (Ali & Ahmed, 2022). The results of this study show that when employees engage in knowledge sharing, they are more likely to proactively adjust and shape their job roles, which in turn improves performance and job satisfaction. These findings underscore the importance of implementing an effective knowledge sharing system in organizations to encourage better job crafting. A study by Costantini et al. (2020) found that participation in the intervention increased the perception of behavioural control related to job crafting and awareness of the involvement of others in job crafting. Through the latent change growth model, this study shows that participation in the intervention encourages the formation of job crafting intentions which then leads to an increase in the frequency of job crafting behaviour at the end of the study period.

H2: job crafting has a positive effect on meaningfulness in work

The test of hypothesis two shows that there is a positive and significant influence related to the variable of job crafting on meaningfulness in work with a beta coefficient of 0.425, t-statistic 4.893, and p-value of 0.000. These results are in line with research conducted by Malik & Malik (2023); Shang (2022); Guo & Huo (2022) and Luu (2020) show that the behaviour of redesigning one's own work has a positive effect on meaningfulness at work because in this case employees can increase the compatibility between the tasks they do at work and their abilities. Meaningfulness in work is an individual's psychological assessment of the importance of their work and the positive meaning it has, on the one hand it emphasizes that employees are aware and express themselves through their work. So in this case, job crafting plays an important role in increasing meaningfulness in work (Guo & Huo, 2022). Job crafting plays an increasingly important role in organizations, especially in Generation Y and Z who often seek meaning in their work (Malik & Malik, 2023). When employees apply job crafting behaviours in the workplace, they not only successfully complete their work

but also have initiative in their careers and create opportunities for meaningfulness experiences at work.

H3: Meaningfulness in work has a positive effect on employees' intention to stay

The third hypothesis test shows that there is a positive and significant influence related to the variable of meaning in work has a positive effect on employees' intention to stay with a beta coefficient of 0.286, t-statistic of 4.445 and it can be concluded that the higher the level of meaning that employees feel in their work, the greater their desire to continue working in the organization. A standard deviation of 0.064 indicates that this data has a low degree of variation, and a p-value of 0.000 confirms the significance of this relationship. Therefore, organizations that are able to increase the meaning of work can strengthen employee loyalty. These results are in line with and related to research conducted by Wulandari and Hardjo (2023) which explains that job characteristics that have intrinsic qualities play an important role in creating a meaningful work experience, which in turn encourages employee intentions to stay in the organization. The meaningfulness felt by employees, especially from generation Z, contributes to their increased desire to survive while supporting the sustainability of the organization. Therefore, organizations are advised to develop work strategies that are selectively designed to match the unique characteristics of this generation. Sánchez-Cardona et al. (2021) found that job resources that increase work meaning and employee engagement positively influence their intention to stay in the company. Similarly, research by Costantini et al. (2020) revealed that interventions that improve the meaning of work can reduce employees' intention to leave the organization. In addition, a study by Astvik et al. (2020) shows that employees' perception of meaningful working conditions plays an important role in their decision to stay or leave the organization. These findings underscore the importance of creating a meaningful work environment to improve employee retention.

H4: knowledge sharing system has a positive effect on intention to stay

The test of hypothesis four shows that there is a positive and significant influence related to the variable of knowledge sharing system on the variable intention to stay with a beta coefficient of 0.263, t-statistic of 0.381 and p-value of 0.000. Knowledge is a form of combination of information and data added by expert opinions, skills, and experience to produce tools for decision-making (Chaffey, 2015). Knowledge sharing behavior with other employees can create better individual performance so that it will encourage the intention to stay in the company or organization. The better the knowledge sharing carried out by employees, the higher the employee's intention to survive. The knowledge sharing system provides learning from leaders, managers to all employees so that they can maximize and improve their abilities (Pelealu, 2022). A study by Zamir (2019) found that the process of capturing and sharing knowledge significantly increased job satisfaction and employees' desire to stay employed in the banking industry in Bangladesh. In addition, research by Wang et al. (2022) revealed that knowledge sharing and participation in decision-making play an important role in reducing employee intentions to leave the organization. These findings underscore the importance of implementing an effective knowledge sharing system to improve employee retention

H5: Knowledge sharing systems have a positive effect on meaningfulness in work

The results of hypothesis testing show that the Knowledge Sharing System has a significant influence on Meaningfulness in Work with a coefficient value of 0.362, sample mean 0.358, and t-statistics of 4.127 ($p = 0.000$). This confirms that the implementation of an effective knowledge sharing system contributes positively to the increase in the meaning that individuals feel in their work. With a very significant p-value, this relationship shows that a supportive work environment for knowledge sharing can strengthen employees' perception of the importance of their work.

Recent research shows that knowledge sharing systems have a significant influence on meaning in work. A study by Mousa and Chaouali (2022) found that job crafting, which is powered by a knowledge-sharing system, increases a sense of meaning among gig workers. Additionally, other research shows that knowledge sharing has a positive impact on work engagement and the perception of meaning in work, which in turn affects organizational sustainability. These findings underscore the importance of implementing an effective knowledge sharing system to increase the meaning that employees feel in their work.

A study published in the Indonesian Interdisciplinary Journal of Sharia Economics in January 2022 examined the influence of knowledge management systems and knowledge sharing on employee performance and loyalty (Pelealu, 2022). The results of this study show that knowledge management and knowledge sharing have a significant positive influence on employee performance and loyalty. Although the main focus of the study is performance and loyalty, the findings suggest that an effective knowledge sharing system can improve employees' perception of the meaning of their work, which in turn strengthens their intention to stay in the organization.

H6: work redesigning behaviour has a positive effect on employee retention intentions

The results of the hypothesis test prove that Job Crafting has a significant effect on Intention to Stay with a coefficient value of 0.272, sample mean 0.275, and t-statistics 3.748 ($p = 0.000$). These results indicate that an individual's efforts in designing or customizing their job tasks actively increase their intention to stay employed in the organization. This positive influence shows that employees who feel in control and able to adjust their work according to their needs or interests are more likely to have high loyalty to the organization. Both of these results reinforce the importance of creating a work culture that supports independence and collaboration to increase employee engagement and retention. A study by Jatav et al. (2024) found that employees who actively engage in job crafting tend to have higher job satisfaction, which in turn increases their intention to stay at the organization. In addition, research by Baghdadi et al. (2023) revealed that nurses who engage in job crafting activities, particularly in reducing inhibiting job demands, show a greater intention to stay at their hospitals. These findings underscore the importance of job crafting as a strategy to increase employee retention in various sectors.

CONCLUSION

The conclusion of the analysis and discussion shows that all the hypotheses proposed in this study are significantly supported. The Knowledge Sharing System plays an important role in improving job crafting behaviour and meaningfulness in work. This positive relationship shows that organizations that encourage knowledge sharing can help employees feel more connected and motivated by their work. In addition, job crafting has been proven to not only have a positive impact on the meaning of work but also directly affect the employee's intention to stay. By giving employees the freedom to customize their jobs, organizations can create a more adaptive and meaningful work environment.

Furthermore, meaning in work contributes significantly to employees' intentions to stay in the organization. This is in line with research that shows that employees who feel their work is meaningful tend to have high loyalty. Knowledge sharing systems also have a direct impact on employee retention intentions, underscoring the importance of collaboration and learning in organizations. Overall, this study confirms that integrating knowledge sharing practices and job crafting not only improves employee well-being but also supports organizational sustainability through increased workforce retention.

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