

Bibliometric Analysis: The Influence of Organizational Culture on Generation Z's Job Satisfaction Lifestyle

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In the era of globalization and rapid technological development, organizations are faced with the demands of rapid adaptation to maintain competitiveness, with organizational culture and employee commitment as key success factors. In Indonesia, Generation Z, which now dominates the workforce, has unique characteristics and high challenges in job satisfaction, which impact turnover intentions and organizational turnover. This study aims to examine the relationship between organizational culture, organizational commitment, and job satisfaction of Generation Z employees using a bibliometric analysis approach on related publications (2011-2023) collected through Publish or Perish software and analyzed with VOSViewer. The results show a significant upward trend in publications, a strong link between the topics of Generation Z, job satisfaction, and employee performance, and the important role of an adaptive and inclusive organizational culture in increasing the motivation and loyalty of Generation Z. This study provides a strong foundation for human resource management practices that are responsive to demographic dynamics and the challenges of the modern workplace.

Highlights:

- Adaptive Culture: Inclusive organizational culture improves motivation and loyalty of Gen Z employees.
- Job Satisfaction: Directly linked to turnover intentions and overall organizational performance.
- Research Insight: Bibliometric analysis (2011-2023) shows strong publication growth in Gen Z and HR topics.

Keywords: organizational culture, job satisfaction, Generation Z, organizational commitment, bibliometric analysis

INTRODUCTION

In an era of globalization and rapid technological development, organizations worldwide are faced with the challenge of adapting quickly to maintain their competitiveness [1][2][3]. A key factor in organizational success is a strong organizational culture and strong employee commitment to shared goals [4], [5]. Organizational culture is a set of values, beliefs and rules that serve as guidelines for the behavior of all members of the organization in carrying out their activities [6], [7]. An inclusive and positive culture is believed to encourage collaboration, innovation, and increase employee engagement and motivation [8]. On the other hand, a weak organizational culture can hinder innovation and reduce operational effectiveness, which impacts the overall performance of the organization [9][10].

Apart from organizational culture, employee commitment to the organization is also a crucial aspect that influences the productivity and progress of the organization [11]. Employees who have a high level of commitment tend to work harder and have strong loyalty to the organization [12]. Therefore, organizational culture and commitment are two determining factors that are interrelated in achieving organizational goals.

Especially in Indonesia, there has been a change in the demographics of the workforce with the dominance of Generation Z which is now the largest group in the workforce, reaching 74.93 million people or around 27.94 percent of the national population [13]. Generation Z, born between 1995 and 2010, is known to be very familiar with digital technology and has a preference for flexibility, work-life balance, and diversity in the work environment. Despite their potential, this generation also shows high levels of job dissatisfaction. There is research revealed that 78 percent of Generation Z workers intend to change jobs in the next two years, and 74 percent are willing to switch if there are better opportunities [14].

The phenomenon of high turnover intentions among Generation Z poses a serious challenge for organizations in managing and retaining competent human resources. High turnover rates can disrupt organizational stability and productivity [15]. One factor influencing Generation Z's job satisfaction and commitment is the organizational culture within the workplace. An organizational culture that is not aligned with the values, expectations, and characteristics of this generation has the potential to decrease job satisfaction and increase turnover intentions [16].

Considering the importance of organizational culture and work commitment in the context of the Generation Z workforce, this study aims to examine the relationship between organizational culture, organizational commitment, and job satisfaction in Generation Z employees. It is hoped that the results of this study can provide appropriate strategies to increase the engagement and productivity of the younger generation in the modern work environment.

RESEARCH METHODS

The methods used in this research are generally quantitative with a limited population. This raises the need for a more in-depth approach using bibliometric analysis [17]. This bibliometric analysis is conducted using quantitative methods with the aim of studying publications and the relationships within them; identifying patterns, trends, and developments in a field of science by utilizing data such as the number of publications, citations, author collaborations, and keywords that frequently appear in scientific literature [18][19].

Bibliometric analysis in this study was used to study and analyze bibliographic data from journal articles, which involved several stages. First, journal articles related to the Influence of Organizational Culture on the Lifestyle of Gen Z Job Satisfaction were collected using Publish or Perish (PoP) software. The second stage involved processing the data in Microsoft Excel to obtain data tables and graphs. The third stage involved visualizing the data using VOSViewer software.

Figure 1 shows the first stage of data collection using the Publish or Perish software by entering the keywords Organizational Culture, Job Satisfaction, and Generation Z during the period 2011-2023. The data is then saved in RIS format. The collected data in RIS files is processed with VOS Viewer, which can then form a network. The resulting network can illustrate the research conditions related to a topic, which can be used to determine researchers' interest in a topic.

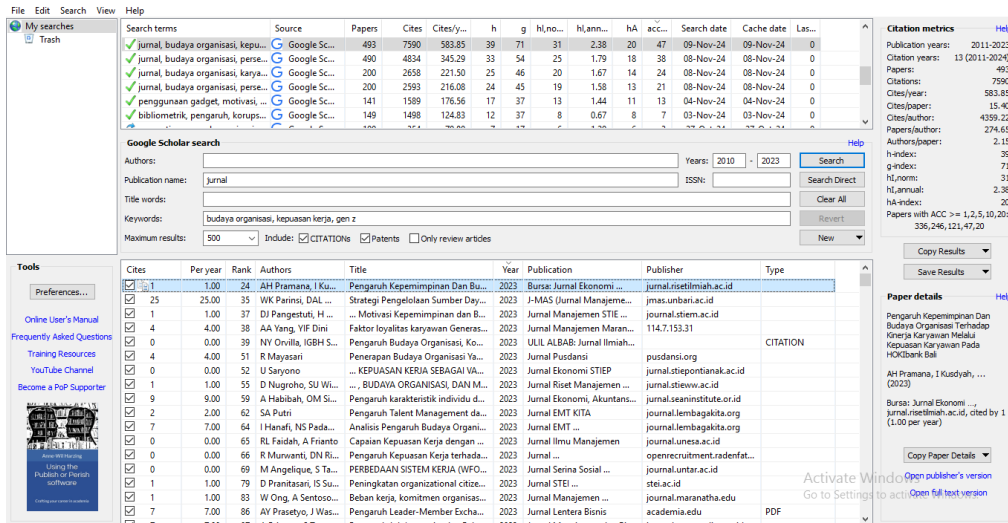


Figure 1. Data Retrieval Process With Publish or Perish (PoP)

RESULTS AND DISCUSSION

The development of bibliometric analysis results related to organizational culture on Gen-Z job satisfaction contained in Google Scholar indexed journals from 2011 to 2023 shows an average increase each year. Based on available data, it shows that the number of scientific publications related to organizational culture on Gen-Z job satisfaction is 493 scientific publications. In addition, it is known that of the 493 scientific publications in a 13-year span (2011-2024) using three search keywords: organizational culture, job satisfaction, and Gen-Z, the total citations were 7,590 times. These citations prove that the works in these scientific journals have been referenced by other studies, reflecting their impact or influence. Furthermore, the h-index in this case shows a number of 39, which means there are 39 articles, each of which has been cited at least 39 times. These results can be seen in Table 1 and Figure 2.

Table 1. Citacion Marks

Result	Explanation
Keywords	Organizational culture, job satisfaction, generation z
Publication years	2011-2023
Citation years	13 (2011-2024)
Papers	493
Citations	7590
Cites/year	583.85
Cites/paper	15.40
Cites/author	4359.22
Papers/author	274.65
Authors/paper	2.15
h-index	39
g-index	71
Hi, norm	31
Hi, annual	2.38
Ha-index	20

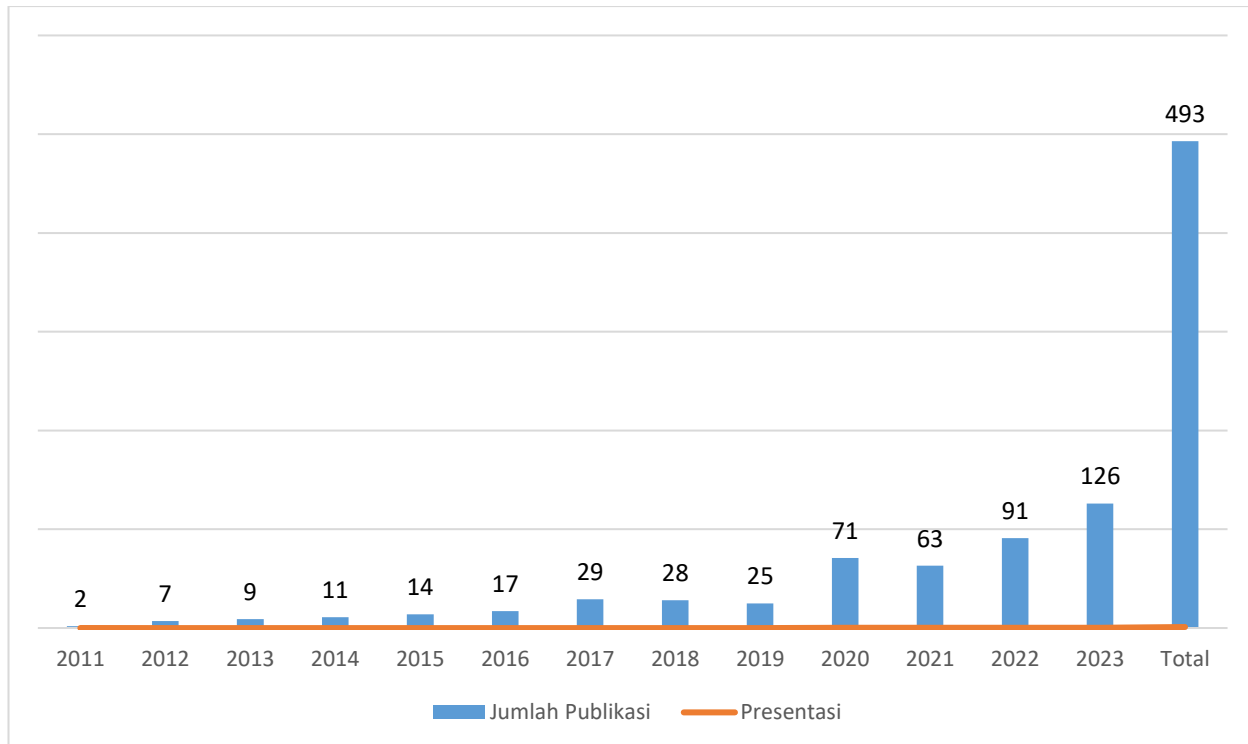


Figure 2. Graph of the Development of Scientific Publications for the Period 2011-2023

Figure 2 shows a data curve graph that shows an average increase each year (2011-2023). This average was obtained over a 13-year period. It is known that more years saw an increase in publications than years of decline, namely around 2017-2019. Furthermore, the highest number of articles published occurred in 2023. Of the total 493 publications, 126 articles were published in 2023. Looking back at each year, the figures fluctuate. However, there was a spike from 2022 to 2023. This is convincing and confirms that this topic remains a topic of interest and continues to develop as a primary research focus. The collected articles can be visualized using VOSViewer. This is displayed as a node (circle) representing a variable and a network (edge) as the connection between variables. The following is an illustration of the VOSViewer results in this study:

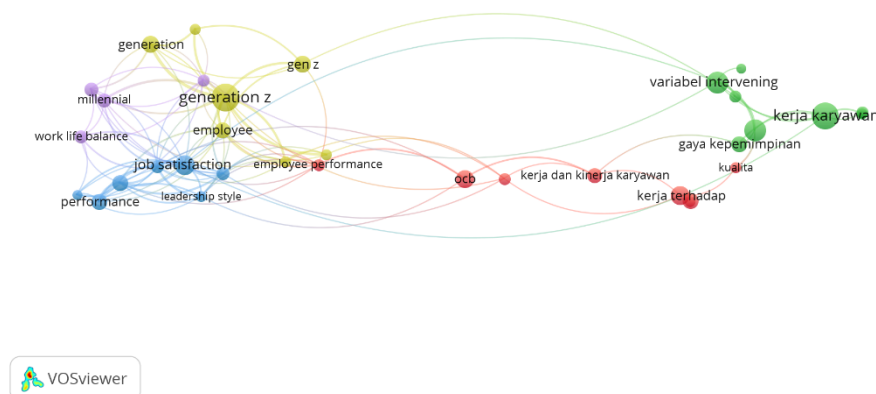


Figure 3. Network Visualization of the Influence of Organizational Culture on Generation Z's Job Satisfaction Lifestyle

Figure 3 shows the results of keyword network mapping using VOSviewer. This visualization displays the relationships between keywords that frequently appear together in scientific publications related to the topics of "generation z," "job satisfaction," and "employee performance." Five clusters (groups) are visible, but only four are prominent: the yellow cluster, the blue cluster, the red cluster, and the green cluster. The different cluster colors indicate the presence of distinct, closely related research themes..

It can be identified that the Yellow Cluster focuses on Generation Z, Generation Z, employees, and millennials. This cluster highlights research on generational characteristics, especially Generation Z, and their relationship to the world of work. The Blue Cluster focuses on job satisfaction, performance, work-life balance, and leadership style. This cluster highlights the themes of job satisfaction, performance, leadership style, and work-life balance. The Red Cluster consists of terms such as employee performance, work, and employee performance. This cluster discusses more specifically employee performance and the factors that influence it. The Green Cluster includes employee work, intervening variables, leadership style, and quality. This cluster highlights variables that act as intervenors in the relationship between leadership, quality, and employee performance.

Furthermore, it was also found that there is a strong relationship between Generation Z and job satisfaction, as well as between job satisfaction and employee performance. This is because the connecting lines between keywords indicate a connection or co-occurrence in a single document. The thicker the line, the stronger the relationship between the keywords. The keywords Generation Z, job satisfaction, and employee performance appear as central nodes connecting several clusters. This indicates that these three topics are the primary focus and serve as a link between various other research themes.

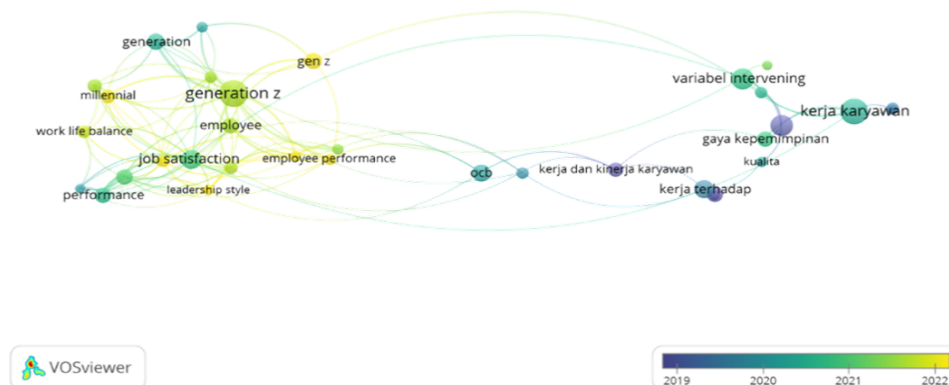


Figure 4. Overlay Visualization of the Influence of Organizational Culture on Generation Z's Lifestyle and Job Satisfaction

Figure 4 is an overlay image of the VOSViewer visualization that appears alongside the publication year related to the topic. This image shows the co-occurrence network of keywords that frequently appear together in scientific publications related to the topics of "generation z," "job satisfaction," and "employee performance" during the 2019–2022 period. The colors of the nodes and connecting lines indicate the average year of occurrence of the keywords, with a color gradient from blue (2019) to yellow (2022).

The Left Cluster, indicated by Yellow-Green, contains keywords such as generation, millennial, work-life balance, performance, leadership style, and job satisfaction. This cluster focuses on generational characteristics, job satisfaction, leadership style, and work-life balance. Meanwhile, the Right Cluster (Blue-Green) consists of keywords such as employee work, intervening variables, leadership style, quality, and employee work and performance. This cluster focuses more on variables that influence employee performance, as well as the role of leadership and work quality.

Keywords in yellow and light green, such as generation z, gen z, and job satisfaction, indicate that these topics were very popular and widely discussed in recent years (2021–2022), while keywords in blue and dark green, such as employee work and intervening variables, were more dominant in research from previous years (2019–2020). The connecting lines between the nodes show a strong relationship between generation z, job satisfaction, and employee

performance, indicating that much research has discussed the influence of generation z on employee job satisfaction and performance. Furthermore, the relationship with the topics of leadership style and work-life balance indicates that organizational factors are also a major focus in this research. This visualization confirms that research on generation z, job satisfaction, and employee performance has grown rapidly in recent years and is interconnected with issues of leadership, work-life balance, and other intervening variables. This shows that research in this field does not only focus on one aspect, but involves various factors that influence each other, reflecting the complexity of human resource dynamics in the modern era.

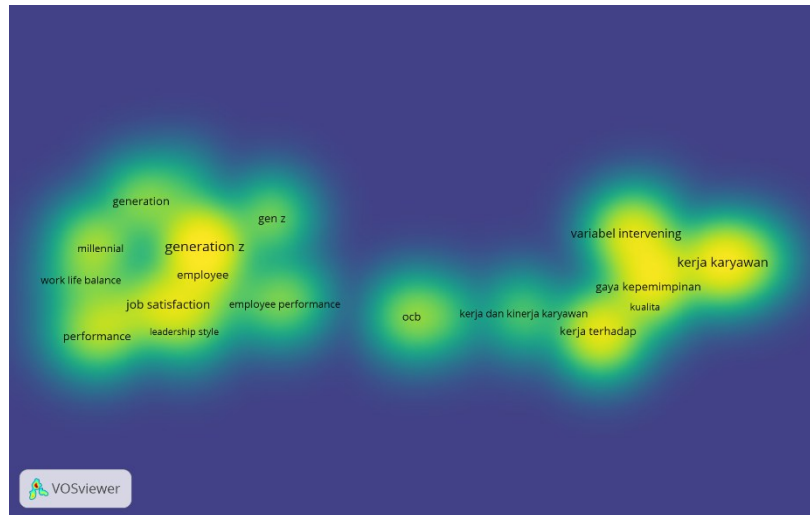


Figure 5. Density Visualization of the Influence of Organizational Culture on the Lifestyle and Job Satisfaction of Generation Z

Figure 5 displays a visualization map of keyword co-occurrence in scientific publications discussing topics related to Generation Z, job satisfaction, and employee performance. This visualization uses a density visualization technique, where yellow areas indicate the concentration of keywords that appear most frequently and are interrelated, while green and blue areas indicate lower frequencies and interconnections, indicating novelty that can be developed.

Two main clusters of keywords are visible, separated spatially. The cluster on the left is dominated by keywords such as generation z, employee, job satisfaction, employee performance, generation, millennial, work-life balance, performance, and leadership style. This cluster highlights the research focus on generational characteristics, job satisfaction, employee performance, and organizational factors such as leadership style and work-life balance. The keywords generation z and job satisfaction are central to this cluster, indicating that they are the most frequently discussed topics together and the focus of attention in the literature.

From the results obtained, it can be discussed that publication data from 2011 to 2023 shows a very significant upward trend in the number of published articles. Where the total is 493 publications. The initial period shows that from 2011–2016, the number of publications was relatively low and stable, averaging less than 20 articles per year. However, starting in 2017, there was a quite significant increase. The rapidly increasing publication trend, especially since 2020, indicates that this topic is increasingly relevant and a primary focus of research, particularly in the fields of human resource management and organizational behavior. This is due to the highest increase in the number of publications, namely 126 articles or around 26 percent of the total publications during that period. Furthermore, this increase indicates that issues related to Generation Z in the world of work are becoming increasingly relevant as the proportion of Generation Z in the workforce increases.

Issues related to this generation are attracting increasing attention. For example, research related to the organizational culture of Gen Z, Gen Z job satisfaction, and the characteristics of Generation Z. Research conducted by Putri (2024) states that there are significant differences between generations in terms of organizational culture and organizational commitment. Gen Z has a higher organizational culture and commitment than Gen X and Gen Y. This topic,

especially Gen Z, is projected to be a topic that develops dynamically and adapts to changing times. This is demonstrated by the VOSViewer network visualization.

The keyword network visualization using VOSViewer shows four main clusters that are closely interconnected. The yellow cluster highlights the focus on generational characteristics, particularly Generation Z, and their relationship to the world of work. The blue cluster focuses on job satisfaction, performance, work-life balance, and leadership style. The red cluster addresses specific aspects of employee performance, while the green cluster highlights the role of intervening variables, leadership style, and quality in mediating the relationship between the main variables. These findings confirm that research in this area does not stand alone but rather forms an interconnected knowledge ecosystem, where the topics of Generation Z, job satisfaction, and employee performance serve as central nodes connecting various research themes.

Overlay visualizations show that topics such as Generation Z, Gen Z, and job satisfaction were very popular and widely discussed in recent years (2021–2022), while topics such as employee performance and intervening variables were more dominant in previous years (2019–2020). This indicates a shift in research focus along with the evolving needs and challenges of the modern workplace. The strong relationship between Generation Z, job satisfaction, and employee performance also demonstrates that numerous studies have highlighted the influence of Generation Z characteristics on employee job satisfaction and performance, as well as their relationship to organizational factors such as leadership style and work-life balance.

Density visualization further emphasizes the dominance and centrality of Generation Z and job satisfaction in the literature, with these two keywords becoming the focus of research. Furthermore, mapping two main clusters—those focusing on generational characteristics and those discussing internal organizational factors—shows that research in this area tends to be divided into two broad yet interconnected focuses. The complexity and integration of these themes reflect the dynamics of human resources in the modern era, where generational factors, leadership, and other organizational variables are interconnected and interdependent.

Overall, the results of this study confirm that the study of organizational culture, job satisfaction, and Generation Z is growing rapidly and becoming a central topic in human resource management research. The relationship between key variables and other organizational factors indicates the importance of a multidisciplinary and comprehensive approach in understanding and managing Generation Z in the workplace. These findings are expected to form the basis for further research and make a significant contribution to the development of organizational management practices that are adaptive to demographic changes and the dynamics of today's workplace. The variables that need to be highlighted in this regard in the future are organizational culture, job satisfaction, lifestyle, and inclusivity in the Gen Z workplace.

CONCLUSION

Based on the results and discussion of the bibliometric analysis related to the influence of organizational culture on Generation Z job satisfaction contained in Google Scholar indexed journals from 2011 to 2023, it can be concluded that research in this field shows a significant increasing trend from year to year with a total of 493 publications and 7,590 citations, which demonstrates strong impact and relevance in human resource management. An h-index of 39 indicates high research quality and influence, while the surge in publications, particularly in 2023, confirms the continued high interest in this topic. The VOSViewer visualization showcases the research focus on the close relationship between Generation Z, job satisfaction, and employee performance, as well as the relationship with leadership style, work-life balance, and intervening variables that influence each other. This depicts a complex and interconnected knowledge ecosystem. The findings underscore the importance of an adaptive, inclusive organizational culture aligned with Generation Z characteristics to enhance their job satisfaction and performance, as well as the need for a multidisciplinary approach that considers generational aspects, leadership style, and work-life balance in effectively managing a young workforce. This study provides a strong foundation for developing human resource management practices that are responsive to demographic changes and the challenges of the modern workplace, particularly in retaining and motivating Generation Z, with a future focus on strengthening organizational culture, increasing job satisfaction, and developing lifestyles and inclusivity in the Generation Z workplace.

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