

GENERATION Z EMPLOYMENT VALUES: IDENTIFYING KEY RESEARCH AREAS

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Abstract

Research purpose. The entry and retention of Generation Z in the labour market has sparked a broad discussion on the shifting paradigm of motivation, posing an essential challenge for contemporary human resource management. Although the literature provides many empirical studies, there is still a lack of a synthetic view of the conceptual constructs around which researchers' attention is focused. The aim of this research is to identify the dominant employment values of Generation Z regarding well-being and career development through a quantitative corpus text analysis of scientific research papers.

Design / Methodology / Approach. The research employs a distant-reading method, deploying key concept frequency, link, and trend analyses. The corpus, consisting of 33 scientific papers (294,074 lexical tokens), was created following the PRISMA protocol. The selection included papers from Scopus, Web of Science, and ScienceDirect published between 2016 and 2026. The inclusion criteria encompassed concepts relevant to Generation Z and employment values (including work aspirations, intentions, and career development) within titles, keywords, and abstracts. The analysis was conducted using the Voyant Tools platform.

Findings. Results of the frequency and lexical link analyses reveal that the dominant value for Generation Z is maintaining a work-life balance, which emerged as the primary thematic node in the analysed discourse. Career development and well-being were identified as essential but secondary values, while financial components formed the least dominant category. Within the area of well-being, a high density of terms related to mental health protection and the avoidance of toxic or stressful environments was identified, indicating a priority for psychological safety. Career development values primarily focused on autonomy, flexibility, and intrinsic motivation.

Originality / Value / Practical implications. The originality of this study lies in applying a quantitative text-mining approach to identify a ranking of employment value components for Generation Z. This method provides an objective synthesis of the current research landscape, moving beyond traditional qualitative reviews. Practical implications include providing HR managers with evidence-based guidelines for designing talent attraction strategies that prioritise psychological safety and flexibility, addressing the identified information gap in human resource management.

Keywords: Generation Z; work values; work-life balance; career development

JEL codes: M12; M14.

Introduction

Employment values serve as a fundamental pillar in the modern workplace, essentially influencing individual job satisfaction and professional commitment. When employees' personal values align with their work environment, it fosters higher levels of engagement and productivity, which are essential for sustainable company development (Kautish et al., 2025). Furthermore, this micro-level success translates into broader macroeconomic benefits, contributing to stable national growth and overall prosperity. Such a trajectory aligns directly with the United Nations Sustainable Development Goal 8 (SDG 8), which promotes decent work and inclusive economic growth (United Nations, 2015). By

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fostering an environment where work values are respected and fulfilled, organisations support the global effort to enhance labour standards and economic resilience. Consequently, understanding these values is not merely a human resources task but a necessity for achieving global socio-economic objectives (Georgescu et al., 2024).

Sociological research consistently demonstrates that every generation develops a unique set of values and worldviews shaped by the specific socio-economic and technological context of their formative years. As a result, Generation Z, born into an era of ubiquitous digital connectivity and global transparency, is expected to hold professional aspirations distinct from those of their predecessors, such as Baby Boomers or Generation X (Kupczyk et al., 2024). While earlier cohorts often prioritised long-term stability and hierarchical status, literature suggests that Generation Z places a higher premium on social impact, authenticity, and digital integration. These unique characteristics redefine the traditional employer-employee relationship, as Gen Z individuals seek work that reflects their personal ethics and technological fluency, setting them apart from older generations in their approach to career loyalty and workplace engagement (Maloni et al., 2019).

The aim of the research was to identify the dominant employment values of Generation Z regarding well-being and career development, providing a necessary synthesis of the current academic discourse. This study is justified by the prevailing research gap, where a holistic, data-driven overview of generational expectations is still lacking despite the abundance of individual empirical studies. To address this, the research utilises a quantitative distant-reading methodology, analysing a corpus of 33 scientific papers via the open-access Voyant Tools platform. This approach ensures an objective ranking of conceptual constructs, moving beyond traditional qualitative interpretations to reveal the core priorities of the studied group. The findings offer essential practical insights by providing human resource managers with evidence-based recommendations for human development, suggesting that organisations can improve work motivation among Generation Z by prioritising flexibility, autonomy, and psychological safety over traditional hierarchical rewards. Furthermore, by confirming a consistent scholarly shift toward post-materialist values, this corpus analysis identifies a theoretical gap regarding the long-term sustainability of these professional requirements, highlighting a need for future studies to monitor how these expectations evolve as the cohort fully integrates into the professional sphere.

Literature Review

While the exact demographic boundaries of Generation Z remain debated, often spanning from 1995 to 2012 (Dimock, 2019; McCrindle & Wolfinger, 2010), they are universally recognised as the first true *digital natives* (Twenge, 2017; Prensky, 2001). For this cohort, digital connectivity is a constitutive environment that fundamentally shapes their professional expectations, fostering demands for flexibility, speed, and meaningful work (Leurs & Georgiou, 2016; Mertala, 2024). As the first generation to seamlessly integrate virtual and offline experiences into a single reality, their workplace expectations are heavily influenced by this unparalleled technological fluency (Chillakuri, 2020). Consequently, Generation Z is increasingly analysed through the *global generation paradigm* (Edmunds & Turner, 2005), where digitalisation drives transnational professional values that align more with global trends than local socio-cultural norms (Twenge, 2017).

The axiology of Generation Z can be deeply understood through modernisation theories. Building upon Mannheim's (1952) classical approach, Inglehart and Abramson's (1987) scarcity hypothesis suggests that cohorts raised in relative prosperity prioritise post-materialistic values, such as self-realisation and autonomy (Inglehart, 2018). However, as Generation Z enters the labour market amidst global crises, their declining economic security creates a unique axiology. Recent empirical time-lag studies highlight a noticeable shift: while previous generations were often characterised by idealistic expectations, Generation Z is considerably more cautious and pragmatic, heavily prioritising job security and financial stability (Ayoobzadeh, 2024). They blend strong post-materialistic desires for freedom and impact with a cautious return to material pragmatism and physical security (Norris & Inglehart, 2019). Furthermore, robust evidence confirms that these unique work values differ considerably from those of older cohorts, creating an urgent need for organisations to fundamentally adjust their traditional environments and retention strategies (Maloni et al., 2019).

In scientific discourse, scholars like Parry and Urwin (2011) caution against confusing the cohort effect (true generational shifts) with the age effect (workplace attitudes stemming simply from youth and lack of experience). Nevertheless, from a human resource management perspective, the unprecedented technological environment in which Generation Z was socialised makes this distinction secondary. Growing up as digital cosmopolitans while simultaneously facing global economic uncertainties fundamentally alters their employment values compared to previous cohorts at the exact same age.

Demographic transformations and generational diversity in the labour market necessitate a profound revision of human resource management (HRM) models. The meaning of work has evolved. While Generation X viewed it as a fundamental duty, Millennials (Gen Y) seek personal meaning, prioritising flexibility, work-life balance, and continuous supervisor feedback (Kupczyk et al., 2024). Generation Z's entry introduces a pragmatic, transactional shift, prioritising material benefits, health, and lifestyle over traditional discipline. They demand unprecedented well-being support, including mental health provisions (Sakaria, 2025). Additionally, Gen Z favours organisations meeting rigorous ethical standards in DEI and corporate social responsibility (Setianingsih & Isnanto, 2025).

Value dissonance renders traditional motivation systems ineffective, necessitating a shift toward personalised, digital strategies like gamification and continuous feedback (Sakaria, 2025). Leadership must simultaneously evolve from authoritarian to empathetic, humanistic models (Gabrielova & Buchko, 2021). Modern HRM success hinges on treating work as an ethical transaction where flexibility and well-being are as vital as financial security.

Despite surging interest in Generation Z's employment values, the literature remains fragmented. Most research relies on qualitative methods or localised surveys of small, homogeneous samples, such as students or entry-level staff (Barhate & Dirani, 2021; Mahmoud et al., 2021). While providing contextual insights, these micro-level investigations yield a scattered and often contradictory macro-scale understanding of the cohort's drivers.

Gen Z employment research currently lacks a macro-synthetic, quantitative foundation. Qualitative reviews, prone to subjective bias, fail to objectively weight the conceptual themes and lexical connections dominating the discourse. Although topic modelling is proven for theory building and bias mitigation (Hannigan et al., 2019; Kobayashi et al., 2018), the lack of its application to mapping Gen Z work values remains a critical gap.

To address this void, we employ quantitative distant reading on a Gen Z research corpus. By extracting semantic networks and keyword frequencies, this approach statistically verifies the hierarchy of employment values, objectively determining whether work-life balance, well-being, or compensation dominates contemporary discourse.

Research Methodology

To be able to identify key research areas in relation to Generation Z employment values, a quantitative research approach was used, more specifically, a distant-reading method. This method is applied to the analysis of text. Therefore, the first research step focused on the creation of the corpus, which was followed by the application of the distant-reading method to this corpus.

The research aimed at identifying key research areas relevant to Generation Z employment value. The corpus creation followed the PRISMA protocol (Page et al., 2021), typically used in systematic literature reviews and meta-analyses (Carbonell-Alcocer et al., 2023; Li et al., 2025), but also suitable for corpus evaluation (Carbonell-Alcocer et al., 2023) and corpus creation via paper identification criteria (Lusta, 2023). The application of the PRISMA protocol ensured representativeness and higher quality of the created corpus. Therefore, the creation of the corpus was subject to the following macro-level criteria: (1) source-selection criterion, and (2) research paper selection criterion. The source-selection criterion included the following micro-level criteria: Scopus, Web of Science and ScienceDirect sources due to their reputation as reliable sources of high-quality scientific publications. As for the paper selection criterion, it encompassed the following micro-level criteria: (1) papers with the titles/keywords/abstracts containing the concepts relevant to the research theme of "Generation Z employment values" (see the distant-reading method description below); and (2) paper spanning the publication period of 2016-2026

because the 10-year timeframe ensured balanced coverage of studies conducted before and after the COVID-19 pandemic, which affected people's employment aspirations and work values. Specifically, the search query used was "generation z work values" applied to the "Topic" field, which searches the title, abstract, author keywords, and keyword plus. To prevent thematic crossover, explicit exclusion criteria were applied: papers focusing primarily on older cohorts, such as Generation X or Generation Y (Millennials), were systematically excluded. While this narrow search string guaranteed high thematic precision, it is recognised as a potential methodological limitation (bias), as it may omit studies that discuss Generation Z employment attributes using alternative terminologies or within broader, multi-generational frameworks. The full list of papers constituting the corpus is provided in Appendix 1.

The distant-reading method focuses on the retrieval and analysis of specified concepts from a corpus. According to Moretti (2007) and Wang (2022), distant reading allows to analyse smaller or larger parts of text, focusing on specified themes or literary aspects of text creation. In this research, distant reading was used to identify the importance of specified concepts and statistically important concepts associated with them within a corpus. These specified themes revolved around lexical items semantically associated with Generation Z employment values, which resulted in the following phrases searched for in the paper titles/keywords/abstracts along with the Generation Z phrase: employment/work values/career development/well-being. While the inclusion of specific terms such as "well-being" or "career development" allowed for a comprehensive mapping of contemporary work dynamics, it is acknowledged as a potential methodological limitation (bias). This specific keyword selection may introduce a thematic bias, inherently shifting the corpus focus toward psychological and growth-oriented aspects of employment, while potentially underrepresenting broader macroeconomic or purely structural factors. As for the types of analyses, they included word frequency, link, and concordance analyses. The frequency analysis was used to identify a relative degree of importance of specified concepts within the corpus. The link analysis was used to retrieve statistically meaningful word connections to the specified words. The importance of this analysis relates to the fact that words are not used in isolation. They form phrases conveying a specific meaning. Therefore, to interpret the meaning and relevance of specific concepts to the research theme, it was critical to conduct the link analysis. But the meaning of each phrase is not limited by the scope of that phrase. It is further created by the meaning of an utterance in which a specific phrase is embedded. Therefore, the next step in the analysis was the concordance (or utterance) analysis. In fact, Anthony (2025) claims that concordance analysis is a key research method in corpus analysis whose quality depends on accurate single and multiple-word entries into the concordance analysis context. Taken together, these analyses allowed us to identify key research areas that were discussed in scientific literature in pertinence to the research theme of this paper.

The analyses were run on the open-access text analysis platform - Voyant Tools, which has been used for scientific purposes on a variety of themes. To ensure the clarity and reproducibility of the text-mining outputs, a rigorous data preprocessing workflow was executed within the platform before the final analysis. This procedure included comprehensive text cleaning (such as removing page numbers, dates, and publisher headers) and the application of a stop-word list to eliminate textual noise and redundant terms (e.g., "paper", "research", "author"). Additionally, a lemmatisation procedure was applied to group various grammatical forms and inflexions of key terms (e.g., "value", "values", "valuable") into single analytical lemmas, thereby ensuring accurate semantic density mapping of the analysed material.

Research Results

The rigorous selection process resulted in a final corpus of 33 scientific papers. Although this sample size may seem selective, it is considered highly appropriate for obtaining preliminary insights into the dominant conceptual constructs of Generation Z's employment values. The limited size of the corpus also suggests that the research theme has been underexplored in scientific literature, underscoring the importance of further research, as each generation has its unique set of values and behavioural traits. However, this sample size poses a clear limitation regarding absolute representativeness, as the findings primarily capture open-access literature indexed in major databases. Since this study is exploratory and serves as a preliminary investigation, these results should not be over-generalised; instead, they are intended to outline initial thematic trends and provide a conceptual baseline and direction for future,

signals an important shift toward a holistic view of employment, where psychological well-being is treated with the same importance as career progression. The inclusion of terms such as "flexibility," "stress," and "development" within this lexical cloud provides the necessary depth for subsequent semantic analysis, confirming that the research field integrates corporate efficiency with the specific lifestyle preferences and mental health priorities of the modern worker.

The deeper analysis of semantic connections centred on the keyword "value*" (including "value" and "values") allowed for a more refined identification of the conceptual hierarchy within the analysed corpus. Following the removal of methodological frequency "noise," the link analysis revealed statistically meaningful word connections through a force-directed network graph. In this visualisation, the thickness of the lines represents the strength and frequency of co-occurrence between lexical items, pointing to specific thematic clusters that define the research area.

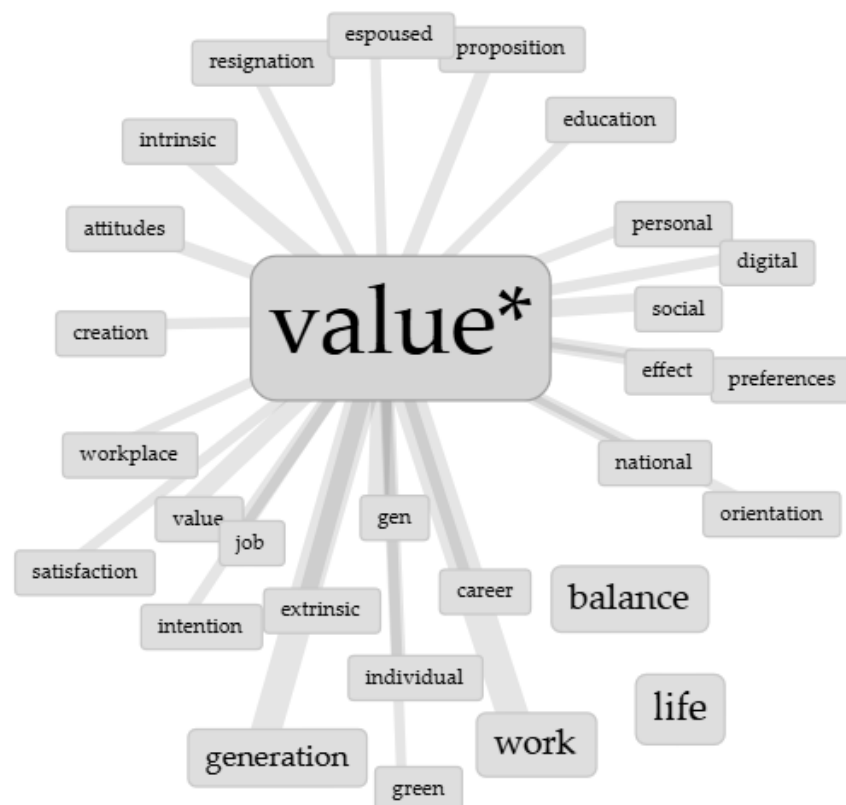


Fig. 2. Keyword link clusters for "value*" (Source: Created by the authors)

The most important cluster in the network is formed by the terms "work," "balance," and "life," which demonstrates that the primary focus of scientific literature regarding Generation Z employment values revolves around the necessity of maintaining work-life equilibrium. This finding is further nuanced by the identified motivation taxonomy, where "value" shows strong ties to both "intrinsic" and "extrinsic" factors. This suggests that while researchers recognise the transactional nature of employment for this cohort, they place equal importance on the internal psychological rewards and self-actualisation sought by Generation Z.

Furthermore, the link cluster reveals critical insights into contemporary human resource management challenges through the proximity of terms such as "resignation," "intention," and "satisfaction". These connections indicate that the values of this generation are often analysed in relation to retention risks and the development of the Employer Value Proposition ("proposition"), emphasising the importance of aligning organisational offerings with individual preferences. The presence of terms like "green," "digital," and "social" within the network reflects the environmental and technological factors that constitute the formative context for this generation. Collectively, these lexical networks illustrate that Generation Z's employment values are integrated into a complex system of personal attitudes

("attitudes"), career aspirations ("career"), and individual needs, providing a robust empirical basis for the subsequent concordance analysis.

To evaluate the consistency and distribution of the identified research focal points across the 33 scientific papers, a relative frequency line diagram was generated (Figure 3). This analysis utilises a normalised measure to represent the proportion of word usage in relation to the total word count of each document, ensuring an objective comparison across the corpus regardless of individual document length.

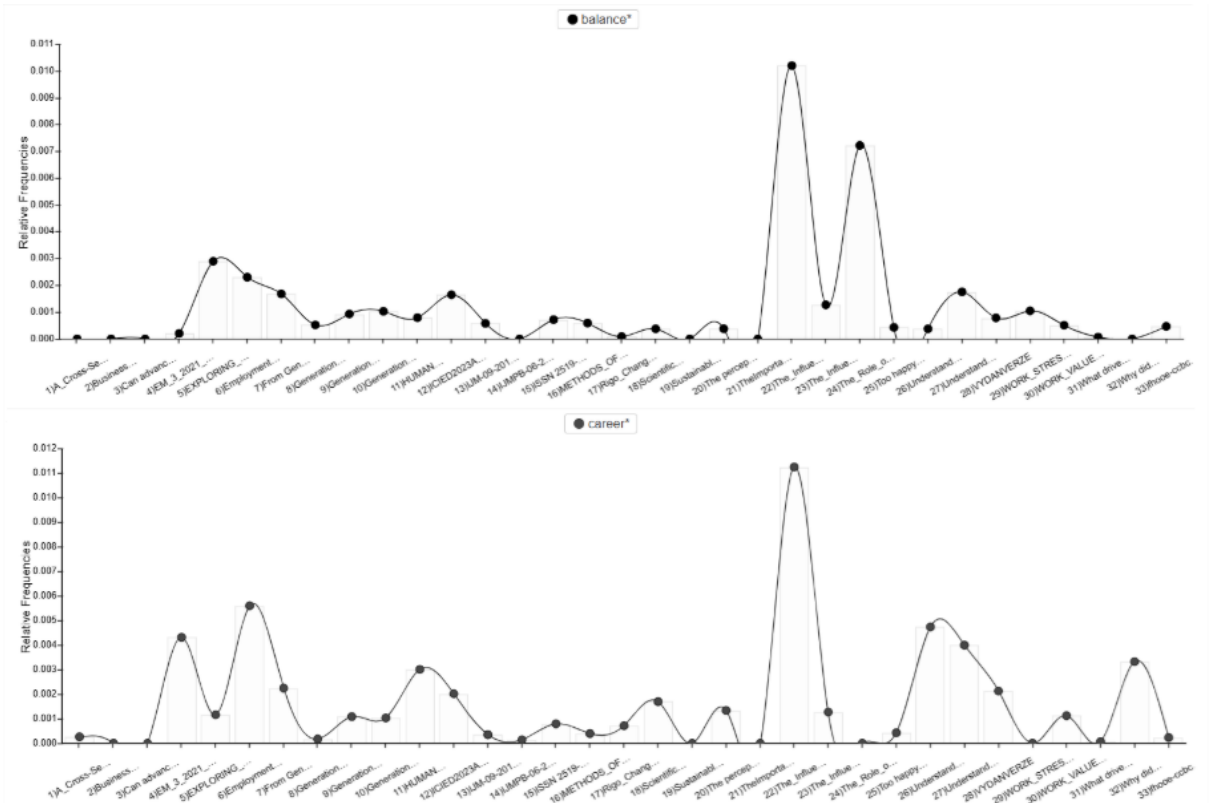


Fig. 3. Relative frequency trends for "balance" and "career" across the corpus (Source: Created by the authors)

As illustrated in Figure 3, the relative frequency analysis reveals distinct distributional patterns for the concepts of "career*" and "balance*" across the 33 analysed documents. The concept of "career*" serves as a more consistent thematic pillar throughout the corpus, showing multiple important peaks in both the early and later stages of the research, with its absolute highest peak reaching above 0.011 in document 22. In contrast, the interest in "balance*" is more localised and exhibits a lower presence in the first half of the corpus, before surging sharply in specific high-impact papers. This is most evident in the latter segment of the graph, particularly in documents 22 and 23, where "balance*" reaches its highest relative frequencies, peaking at approximately 0.010.

The intersection of these two trends in document 22 demonstrates a rare point of synthesis where both career development and work-life balance are discussed with equal intensity. However, the subsequent divergence in document 23, where "balance*" maintains an essential frequency of 0.007 while "career*" drops toward zero, highlights a specialised focus in recent literature that prioritises equilibrium over traditional professional growth. While "career*" remains a foundational and recurring subject of investigation across the entire set of papers, the "rhythmic" but concentrated spikes for "balance*" indicate that this construct has become a highly prioritised lens in specific, modern studies. This pattern suggests that while career-related values are a stable element of the discourse, the intensity of the discussion around balance is increasingly concentrated in the most recent scholarly examinations of Generation Z.

To refine interpretation, a concordance analysis of "balance" (Figure 4) was conducted using a five-token context window in both directions. This step verified the link cluster results, ensuring the contextual relevance of the identified employment values.

Document	Left	Term ↓	Right
The_Infl...	a comprehensive management strategy that	balances	internal incentives and external competitiveness
From G...	under a coaching approach that	balances	independence with recognition (Cagin, 2012
The_Infl...	Career Development and Work-Life	balance	Individual well-being and corporate
The_Infl...	greatly increased by work-life	balance	Gen Z workers feel more
The_Infl...	research indicates that work-life	balance	significantly and favorably affects job
The per...	and a healthy work-life	balance...	positively to their working lives
From G...	engagement and commitment Work-life	balance...	: Promote policies and practices that
IJM-09...	and focussing on work-life	balance...	such evidence of shifting organisational
thoos-C...	and a good work-life	balance	are highly correlated to retaining
What dri...	male, 49.1 % female), ensuring demographic	balance	and reducing gender bias in
WORK_...	to information, and work-life	balance	. The last two are also
WORK_...	Offering a good work-life	balance	for employees is highly regarded
WORK_...	environment that allows you to	balance	your work-life with your
WORK_...	job security, a work-life	balance	, and a fun working environment
WORK_...	The influence of work-life	balance	, workload, and occupational stress on
WORK_...	the role of work-life	balance	and work environment. Jurnal Locus
WORK_...	for autonomy and work-life	balance	. This can include flexible start
WORK_...	more sensitive to work-life	balance	issues and inflexible work environments
WORK_...	to seek flexibility, work-life	balance	, and a healthy work environment
WORK_...	sensitive to stress, work-life	balance	, and work environment, require separate
VYDAN...	financial rewards, and work-life	balance	, as well as support for
VYDAN...	autonomy at work, work-life	balance	, development opportunities, and career growth
VYDAN...	of freedom and work-life	balance	for this generation. However, certain
VYDAN...	implement policies promoting work-life	balance	, including flexible working hours and
METHO...	trust (3.6), and life work	balance	(3.9) (Figure 3). Figure 3
METHO...	important to have life/work	balance	, trust, flexibility, engagement, fresh ideas
ISSN 25...	J. L. (2019). Work-life	balance	in great companies and pending
ISSN 25...	Magdinceva Sopova, M. (2017). Establishing	balance	between professional and private life

Fig. 4. Concordance sample of the concept "balance" (Source: Created by the authors)

The contextual analysis reveals that the term "balance" is almost exclusively employed within the "work-life" construct, confirming it as a central axiological pillar for Generation Z. A review of the right-hand context highlights specific professional requirements of this cohort, including demands for a "flexible start," "trust," and the opportunity to contribute "fresh ideas". Significantly, the concordances demonstrate that the pursuit of balance is intrinsically linked to mental health protection and the mitigation of negative workplace phenomena, as evidenced by phrases such as "sensitive to stress," "workload," and "occupational stress". From a human resource management perspective, the frequent association of "balance" with "retaining" and "job security" suggests that for Generation Z, work-life equilibrium is perceived as a fundamental prerequisite for organisational commitment rather than a supplementary benefit.

Conclusions

The research identified the dominant employment values of Generation Z, revealing an important shift in the motivational paradigm of the cohort in the labour market. The findings indicate a clear transition from traditional, transactional employment models toward post-materialistic values. While professional development remains a fundamental pillar of generational research, work-life equilibrium has emerged as an equally intense priority. Specifically, the results demonstrate that in contemporary scholarly frameworks, the pursuit of balance is increasingly moving to the forefront, often becoming the primary lens through which Generation Z's professional requirements are examined, particularly as traditional career progression takes a secondary role in modern discourse.

Comparisons with earlier research reveal that the identified shift toward work-life balance and psychological safety is highly consistent with the global trend toward post-materialist values described by Inglehart (2018). While earlier studies by Twenge et al. (2010) highlighted a growing emphasis on extrinsic rewards and status among previous generations, more recent analyses of Generation Z suggest a definitive pivot toward intrinsic satisfaction and mental health protection (Twenge, 2017). These findings align with the generational value shifts documented by Lyons and Kuron (2014), where younger cohorts increasingly prioritise autonomy and flexibility over the hierarchical stability and long-term security sought by older generations. However, a key point of divergence emerges when comparing

these findings with studies by Schroth (2019), which argue that Generation Z exhibits highly pragmatic, security-driven tendencies due to entering the labour market during periods of economic instability. While those authors emphasise that financial compensation and job security remain paramount, the lexical dominance within our analysed corpus demonstrates a significant similarity in how text-mining sources foreground soft values, suggesting that the academic discourse itself heavily prioritises psychological well-being over material rewards. The main difference highlighted by our research is that Generation Z does not reject traditional professional development but rather redefines it; development is no longer viewed through the lens of corporate loyalty, but as a tool for personal autonomy. The current corpus analysis confirms a definitive scholarly consensus that for Generation Z, well-being is not merely a supplementary benefit but a core requirement, reinforcing the "work-to-live" philosophy noted in contemporary literature.

The theoretical contributions of this study lie in the systematic synthesis of unstructured academic discourse into a structured hierarchy of employment values. This research provides data-driven confirmation of a Generation Z "value cluster" that integrates autonomy, flexibility, and psychological safety into a singular motivational framework. This contributes to generational theory by objectively identifying that well-being for this cohort is fundamentally linked to the active avoidance of toxic work environments rather than just general job satisfaction. Furthermore, the analysis reveals a notable research gap: while the academic discourse extensively covers the expectations of Generation Z, there is a lack of evidence-based studies on the practical implementation of these values within traditional or high-pressure industrial sectors.

The practical implications for individuals and organisations are essential. Regarding recommendations for human development, the findings suggest that organisations can improve work motivation and retention by transitioning from viewing flexibility as a secondary benefit to integrating it as a core operational standard. For companies, this research offers a framework for designing Employer Value Propositions (EVP) that prioritise mental health and autonomy. To operationalise these findings within contemporary HR policies, organisations should transition from abstract well-being concepts to structured operational practices. For instance, the priority of flexibility can be formalised through "core hours" models (e.g., mandatory collaboration windows, with fluid start and end times or "work-from-anywhere" policies rather than rigid hybrid schedules. To address the demand for work-life equilibrium and psychological safety, traditional health benefits should be expanded into comprehensive mental health stipends, offering subsidised access to psychological counselling or mindfulness platforms. Furthermore, HR managers can embed the desired autonomy into performance management by replacing administrative time-tracking with clear, results-oriented key performance indicators (KPIs) and asynchronous communication protocols. Finally, to mitigate the risk of resignation, career development policies should be redesigned around career lattice frameworks that allow for lateral, skill-based internal mobility, which appeals to Generation Z's desire for continuous growth without the pressure of traditional, rigid hierarchical promotion. By addressing the specific triggers of resignation identified in the literature, managers can create more resilient talent attraction strategies. For individuals, the study clarifies the evolving standards of the modern workplace, allowing Generation Z professionals to better align their career choices with their authentic needs for equilibrium.

Finally, the study acknowledges specific research limitations. The corpus was limited to 33 open-access papers to ensure the feasibility of a full-text analysis, which may exclude relevant findings from paywalled journals. Furthermore, the selection was restricted to studies focusing exclusively on Generation Z to avoid cross-generational "noise," providing high specificity but limiting the comparative depth with older cohorts. Despite these limitations, the study provides essential preliminary insights that address the information gap in contemporary human resource management. Future studies should move beyond identifying expectations and focus on the organisational challenges of adapting rigid corporate structures to the fluid requirements of the modern workforce.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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Author contributions

- W.Z.: Co-conceptualisation of the paper, writing introduction, literature review, results, conclusions, corpus creation, corpus analysis, conclusion, co-writing methodology, co-editing of the paper
- K.U.: Co-conceptualisation of the paper, co-writing methodology, co-editing of the paper

Declaration of generative AI in scientific writing

During the preparation of this work, the authors used Google Gemini and NotebookLM in order to organise research materials and improve the linguistic clarity of the text. After using this tool/service, the authors reviewed and edited the content as needed and take full responsibility for the content of the publication.

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Appendix

Appendix 1. Table of Scientific Paper Corpus. (Source: Created by the authors)

No.	Scientific paper
1.	Adindo, A. & Sutoyo, S. (2026). Understanding Work Meaning in Generation Z and Its Implications for Character Education. <i>Tafkir: Interdisciplinary Journal of Islamic Education</i> . 7. 609-618. https://doi.org/10.31538/tijie.v7i2.2671
2.	Agrawal S., Krishna S. M. (2026). Too happy to function? Exploring the hidden strain of happiness across generations in India. <i>Acta Psychologica</i> , 263, 106344. https://doi.org/10.1016/j.actpsy.2026.106344
3.	Aldjic, K., & Farrell, W. (2022). Work and Espoused National Cultural Values of Generation Z in Austria. <i>European Journal of Management Issues</i> , 30(2), 100-115. https://doi.org/10.15421/192210
4.	Ariunaa, K., & Lamjav, T. (2023). Study of work values of Generation Z. Mongolian University of Science and Technology Press, 1-6
5.	Arnold, S., & O'Brien, A. (2025). Employment motivations and values in the creative industries: Reorienting from creativity to well-being among Generation Zs in Ireland. <i>European Journal of Cultural Studies</i> , 28(6), 1588-1604. https://doi.org/10.1177/13675494251317067
6.	Belmonte, Z. J. A., Prasetyo, Y. T., Esberto, E. M., Cahigas, M. M. L., & Nadlifatin, R. (2025). Why did Generation Z choose engineering-related courses? A conjoint analysis approach. <i>Acta Psychologica</i> , 260, 105691. https://doi.org/10.1016/j.actpsy.2025.105691

7.	de Boer, P., Bordoloi, P., Dallmann, J., & Hengshen, L. (2021). Generation Z work values: A cross-national analysis. <i>Cross-Cultural Business Conference</i> , Steyr, Austria.
8.	Dzhulai, M. V. (2022). Development of an employer's value proposition for young professionals. Scientific Bulletin of Mukachevo State University. <i>Series "Economics"</i> , 9(3), 40–47. https://doi.org/10.52566/msu-econ.9(3).2022.40-47
9.	Egerová, D., Komárková, L., & Kutlák, J. (2021). Generation Y and Generation Z Employment Expectations: A Generational Cohort Comparative Study from Two Countries. <i>E&M Economics and Management</i> , 24(3), 93–109. https://doi.org/10.15240/tul/001/2021-03-006
10.	Erdiantami, T. R., & Yunanto, M. (2025). Work stress as a mediator of workload, work environment, and turnover intention in Generation Z employees. <i>Jurnal Ilmiah Ekonomi Bisnis</i> , 30(3), 437–453. https://doi.org/10.35760/eb.2025.v30i3.19
11.	Ermawati, F. W., & Maimun, M. H. (2026). The Influence of Flexible Work Arrangements and Work-Life Balance on Generation Z Career Development Mediated by Job Satisfaction. <i>Jurnal Economic Resource</i> , 9(1), 1373-1389
12.	Hattu, E. D. R. N. (2026). The importance of Pancasila values in technological development among Generation Z. <i>Surabaya Life Science Journal</i> , 1(1). https://doi.org/10.56680/slj.v5i1.59461
13.	Janićijević, N., Milikić, B.B. & Mirić, A.A. (2024). Generation Z: Understanding Work-Related Values of Newcomers on Job Market. <i>Economic Themes</i> , 62(2), 219-240. https://doi.org/10.2478/ethemes-2024-0012
14.	Kanste O, Ylisirniö M, Hammarén M, Kuha S. (2025). The perceptions of Generation Z professionals and students concerning health-care work: A scoping review. <i>Nurse Education Today</i> . 150, 106678 https://doi.org/10.1016/j.nedt.2025.106678
15.	Kobis, P., & Banasik, P. (2025). Generation Z's expectations regarding behavioural and technological aspects of working conditions. <i>Procedia Computer Science</i> , 270, 4897–4904. https://doi.org/10.1016/j.procs.2025.09.616
16.	Kozová, K., Grenčíková, A., Habánik J., et al. (2025). Human capital and the next generation: Insights into Gen Z's educational and career preferences for management strategy. <i>Polish Journal of Management Studies</i> , 32(1), 147-161. https://doi.org/10.17512/pjms.2025.32.1.09
17.	Kužet, I., Todorović, M., Manojlović, M., Ding, R., Kovačević, I., Obradovic, V. (2026), Developing behavioral project management competencies – the generation footprint. <i>International Journal of Managing Projects in Business</i> , 19(8), 99–123, https://doi.org/10.1108/IJMPB-06-2025-0227
18.	Lazányi, K., & Bilan, Y. (2017). Generation Z on the labour market – do they trust others within their workplace? <i>Polish Journal of Management Studies</i> , 16(1), 78–93. https://doi.org/10.17512/pjms.2017.16.1.07
19.	Ma'rifah, D., Azizah, S. N., & Windasari, W. (2024). Understanding Work Values and Career Preferences in Generation Z: Is Becoming a Civil Servant Still a Dream Job? <i>Journal of International Conference Proceedings</i> , 7(1), 171-183, https://doi.org/10.32535/jicp.v7i1.2990

20.	Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2020). „We aren't your reincarnation!” workplace motivation across X, Y and Z generations. <i>International Journal of Manpower</i> (2021) 42 (1): 193–209. https://doi.org/10.1108/IJM-09-2019-0448
21.	Maráková, V., Wolak-Tuzimek, A., & Sieradzka, K. (2025). Business competitiveness from the perspective of the values and expectations of Generation Z. <i>Journal of Modern Science</i> , 64(4), 265–290, https://doi.org/10.13166/jms/214315
22.	Münz, C., & de Mascena, K. M. C. (2024). Work values and attitudes toward the technology of Generation Z in Brazil and Germany. <i>Internext</i> , 19(1). 63-76 https://doi.org/10.18568/internext.v19i1.773
23.	Putri, S. A. (2025). The Role of Flexible Work Arrangement on Generation Z Employee. <i>Journal Research of Social Science, Economics, and Management</i> , 5(5), 9634–9650, https://doi.org/10.59141/jrssem.v5i5.1276
24.	Řehoř, P., Vrchota, J., Maříková, M., & Klarner, L. (2025). Work motivation of Generation Z in the Czech Republic. <i>Proceedings of Rijeka School of Economics</i> 43(2), 443-464, https://doi.org/10.18045/zbefri.2025.2.4
25.	Rigó, R., Šrámka, M., Grenčíková, A., Navickas, V. (2025). Changes in labour market indicators under the influence of intergenerational disparities in value orientation, <i>Entrepreneurship and Sustainability Issues</i> 12(4), 215-231. https://doi.org/10.9770/c7894293492
26.	Salvadorinho, J., Hines, P., Kumar, M., Ferreira, C., & Teixeira, L. (2026). From Gen Z to Boomers: Motivational drivers shaping Industry 5.0 and the future of work. <i>Futures</i> 175, 10373, https://doi.org/10.1016/j.futures.2025.103731
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28.	Satoh K, Mitani Y, Ishikane M, Kamada S. A, (2025) A Cross-Sectional Survey on Generation Z Physicians: Professional Value, Educational Expectations, and Work Environment Preferences. <i>Cureus</i> 17(5), e83317. doi:10.7759/cureus.83317
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30.	Shuvo, M. I. M., & Ahmed, T. (2025). Sustainable clicks: exploring Gen Z's e-commerce engagement and value perceptions for sustainable tourism. <i>Sustainable Futures</i> , 10, 101147, https://doi.org/10.1016/j.sftr.2025.101147
31.	Sidorcuka, I., & Chesnovicka, A. (2017). Methods of attraction and retention of Generation Z staff. <i>CBU International Conference Proceedings</i> , 5, https://doi.org/10.12955/cbup.v5.1030

32.	Venida, A. C. (2022). Exploring Generation Z teachers' work values: Implications to educational leadership and management. <i>International Journal of Education</i> 15(1), 1-9, https://doi.org/10.17509/ije.v15i1.46153
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