

**THE ANALYSIS OF GEN Z'S WORK MOTIVATION DURING
COVID-19 PANDEMIC: THE MEDIATING EFFECTS OF JOB
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ABSTRACT

At the end of 2019, the Covid-19 pandemic has brought negative effects to the workforce, especially Gen Z. In Vietnam, this is a new generation and has not had much experience. Therefore, there have been certain studies around Gen Z and Covid-19. One of the topics studied by the researcher was Gen Z's work motivation during the Covid-19 pandemic. The research was conducted to find out what elements can drive Gen Z's work motivation through Job Satisfaction. Through the description of quantitative research methods and using Smart PLS 3.3.3 for analysis. The number of survey participants is 200 people living in Hanoi. Based on collected data, the factors Salary, Promotion, Work Freedom, Friendly Environment, and Training have an effect on job satisfaction. Last but not least, Satisfaction has had a significant effect on Gen Z's motivation to work in Hanoi during the Covid-19 pandemic.

Keywords: Gen Z, Covid-19, Hanoi, Job Satisfaction, Work Motivation.

1. Introduction

Countries around the world are taking in a new workforce in their companies; it is generation Z. According to Meola (2022), this generation is the group of people who were born between 1997 and 2012. As reported by Vietnam People and Organization - PwC (2021), over 84% of Generation Z respondents said the technology would enhance their job prospects. The three biggest concerns are: Technology will make their role redundant (51%), they will not have the right competencies (26%), and they will not be able to learn the right skills (12%).

Until Covid-19 appeared, it created new pressures for this generation and reduced their motivation. As Vietnamnet reported (2021), Microsoft conducted a survey during the Covid-19 pandemic. The survey was conducted on 30,000 participants from companies in 31 different countries. The results showed that among those with work problems, Gen Z accounts for 60%, which is quite large for an active generation. Therefore, this study was conducted to understand the effect on Gen Z's work motivation during Covid19 in Hanoi through Salary, Promotion, Work Freedom, Friendly Environment, Training, and Job Satisfaction indicators. It was conducted to contribute more knowledge about Gen Z in a certain area (Hanoi). The goal is to find and evaluate the factors that affect Gen Z's work motivation during the Covid-19 pandemic.

The study consists of 5 sections they are Introduction, Literature Review, Methodology, Analysis and Discussion of Findings, and Conclusions. Section 1 is the outline of research aimed at answering the question of why it should be conducted. Section 2 evaluates individual variables. Section 3 is focused on the methodology of the research. Section 4 will present the results of the research. Finally, section 5 presents the conclusion of the research.

2. Literature Review**2.1 Gen Z**

Gen Z is more absorbed with electronic technology than its predecessors. It means that they operate mainly with electronic devices, and this working labor will soon apply technology to their daily work. By joining the workforce in a rapidly changing technology era, The Z generation faces a distance of extended skills when there are always the development requirements of the labor market.

2.2 Job Satisfaction

Based on Setyo & Putri (2020), job satisfaction is about the feelings and emotions of employees towards the efforts they have put into work. These feelings include positive (satisfaction) and negative (disappointment). Many authors have identified different factors that create job satisfaction. Job satisfaction and work motivation have a massive effect on organizational commitment. When employees or workers are satisfied with their work, employees have more motivation to stay at the company.

2.3 Salary

According to Kenton (2021), salary is the transaction of valuable things such as money, goods, or valuable things and services in an appropriate proportion under the prior agreement of all parties. Salary includes the exchange of goods, cash, credit, or debit card. Money is a basic necessity of people; there is no incentive or motivational factor that can compare its effect on motivation to work.

2.4 Promotion

Herzberg (1986) stated that the enterprise that provides employees with opportunities for career advancement acts as a work motivation. O'Brien (2021) finds that motivation and advancement opportunities become one of the best tools for motivating employees. Generation Z prefers short-term jobs to long-term ones so they can experience and develop themselves.

2.5 Work Freedom

Maslow's theory (1987) has shown that freedom at work is one of the most important elements that can motivate people in their workplace. Maslow (1987) revealed a number of important freedoms in the workplace, including:

- Freedom of communication and debate.
- Freedom to control information about their profession.
- Freedom to conduct research to improve the ability of their works.
- Freedom to engage and perform in the workplace.
- Honest freedom, have no oppression to say something they do not trust. Freedom to form into a group.

2.6 Friendly Environment

The next indicator that can affect motivation at work is a friendly environment. Employees have to interact with other colleagues even more than their family members, so the connection between people is extremely important. A friendly workplace environment has an impact on employees' commitment to performing their duties and jobs effectively.

2.7 Training

The Two Factor Theory of Herzberg (1986) showed that training and career development opportunities for people have an impact on work motivation. According to Minh (2020), the current popular training forms are:

Job instruction training: The training process is started with the instructor's guidance on the job's objectives and detailed instructions on how to perform the job. Employees are able to grasp job abilities through observation, exchange, and studying until they become skillful. *Apprenticeship-style:* Employees will learn theory and be brought to work under the guidance of experienced people. This process can take a few months to a few years.

Mentoring and instruction: It is often used to support managers know the knowledge and skills for their immediate and future jobs through mentorship from a greater manager.

Job rotation: It is a form of transferring employees from one job or place to another place in order to provide them with more working experience in many areas of the organization. Training through lectures, conferences, and discussions: This form of training is held at the company or at an external facility; it is also independently organized or combined with other organizations to expand the scope of training.

2.8 Research framework

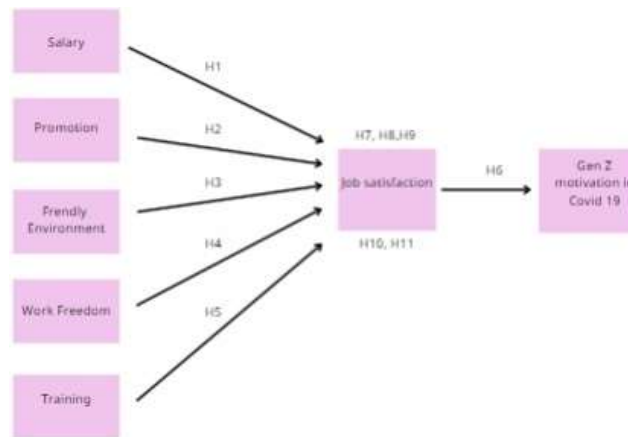


Figure 3.1 Theoretical framework
(Source: Mohammad, 2013, adapted by the author)

3. Research Method

It is impossible to determine the exact population size because the number of people aged 18-22 cannot be measured. Therefore, this paper is designed with a question about intentional probabilistic sampling. Participants fall in the 18-22 range because they were able to enter the workforce and create property value. Participants must come from Hanoi and have at least a part-time job. This research uses a questionnaire in the form of Google Form to collect information. The collected data will then be used directly in the research paper. Secondary data is obtained from various valid sources. They are relevant and taken from primary data obtained by others in books, articles, and journals.

3.1 Outer Model Analysis

The indicators tested in the external model analysis include convergence validity, discriminant validity, and reliability. Indicators that must be considered include: Loading factor > 0.7 - Measure convergence validity. (Fornell & Larcker, 1981). Extracted mean-variance (AVE) > 0.5 - Measure convergence validity. (Hair et al., 2019). Composite Reliability (CR) > 0.7 - Internal reliability measurement. (Hair et al., 2017) Cronbach Alpha > 0.6. (Glen, n.d.)

3.2 Path Coefficient

In order to enable bootstrapping, the T-statistics and the significance (P-value) are compared (Sarwono, 2015, as cited in Sitohang, 2020). A significant result is claimed when the Critical Ratio in T-table is higher than 1.96 at a 5% significant level, and the P-value must be less than 0.05 or 5% (Garson, 2016).

4. Results and Discussion

In order to be able to draw the most appropriate conclusion, the author has taken more data of 30 than the minimum requirement of 170. After summarizing the number of survey participants is 200 people.

Table 4.1 Respondents' Demographic Profile (N = 200)

Criteria	Category	Frequency	Percentage
1. Gender	Male	98	49%
	Female	102	51%
Position	Internship	21	10.5%
	Part time employee	105	52.5%
	Full time employee	74	37%

Source: Data archived from Google Form (2022)

4.1 Descriptive Analysis Result Statistic

There are 34 statements in this research about factors affecting Gen Z's work motivation. Based on table 4.2, the author determines whether that criterion is agreed or disagree by the participants.

Table 4.2 Descriptive Statistic Result

Indicator	Min	Max	Standard deviation	Mean	Result
S1	1	5	1.10	3.70	Agree
S2	1	5	1.09	3.58	Agree
S3	1	5	1.02	3.63	Agree
S4	1	5	1.05	3.73	Agree
Salary	1	5	1.06	3.66	Agree
P1	1	5	1.06	3.74	Agree
P2	1	5	1.12	3.26	Neutral
P3	1	5	1.10	3.70	Agree
P4	1	5	1.11	3.74	Agree
Promotion	1	5	1.09	3.61	Agree
WF1	1	5	1.33	3.41	Agree
WF2	1	5	1.36	3.32	Neutral
WF3	1	5	1.26	3.50	Agree
WF4	1	5	1.28	3.48	Agree
WF5	1	5	1.28	3.51	Agree
WF6	1	5	1.25	3.29	Neutral
WF7	1	5	1.31	3.43	Agree
Work Freedom	1	5	1.29	3.42	Agree
FE1	1	5	1.20	3.82	Agree
FE2	1	5	1.27	3.54	Agree
FE3	1	5	1.23	3.60	Agree
FE4	1	5	1.21	3.77	Agree
Friendly Environment	1	5	1.22	3.68	Agree
T1	1	5	1.24	3.69	Agree
T2	1	5	1.17	3.65	Agree
T3	1	5	1.18	3.70	Agree
T4	1	5	1.18	3.66	Agree
T5	1	5	1.22	3.69	Agree
Training	1	5	1.20	3.68	Agree
JS 1	1	5	0.98	3.78	Agree
JS 2	1	5	1.01	3.74	Agree
JS 3	1	5	0.96	3.82	Agree
JS 4	1	5	0.91	3.75	Agree
Job Satisfaction	1	5	0.96	3.77	Agree
WM 1	1	5	0.91	3.79	Agree
WM 2	1	5	0.83	3.47	Agree
WM 3	1	5	0.84	3.68	Agree
WM 4	1	5	0.87	3.70	Agree
WM 5	1	5	1.01	3.58	Agree
WM 6	1	5	0.95	3.63	Agree
Work Motivation	1	5	0.90	3.64	Agree

Source: Processed data with Smart – PLS 3.3.3

4.2 Outer Model Analysis

The research indicators need to be tested for both validity and reliability. The author has tested the validity and reliability of the entire current research model through the PLS Algorithms in SmartPLS v.3.3.3.

Table 4.3 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Freedom	0.936	0.937	0.984	0.721
Friendly Environment	0.855	0.870	0.902	0.698
Gen Z's work motivation	0.894	0.913	0.918	0.653
Job Satisfaction	0.848	0.850	0.898	0.687
Salary	0.792	0.800	0.864	0.614
Promotion	0.849	0.853	0.899	0.689
Training	0.876	0.884	0.910	0.669

Source: Processed data with Smart-PLS 3.3.3

4.3 Direct Effect and Indirect Effect

When two variables have a direct influence, it means that one variable has an effect on the other with no mediator involvement. (Garson, 2016)

Table 4.3 Total Direct Effect of Path Coefficient

		Original Sample (O)	T Statistic	P value	Result
H1	Salary → Job Satisfaction	0.235	4.591	0.000	Significant
H2	Promotion → Job Satisfaction	0.217	3.663	0.000	Significant
H3	Work Freedom → Job Satisfaction	0.293	5.481	0.000	Significant
H4	Friendly Environment → Job Satisfaction	0.228	4.544	0.000	Significant
H5	Training → Job Satisfaction	0.247	4.763	0.000	Significant
H6	Job Satisfaction → Gen Z's work motivation	0.438	7.814	0.000	Significant

Source: Processed data with Smart-PLS 3.3.3

4.3.1 H1: Salary (S) to Job Satisfaction (JS)

The relationship between Salary and Job Satisfaction results meet the requirements of a significant relationship, which infers H_{01} rejected and H_{a1} accepted. Therefore, it can be summed up that Salary has effect on Job Satisfaction. The Original Sample value is 0.235, it indicates a linear relationship between Payment and Job Satisfaction: as Salary increases 23%, Job Satisfaction will also increase by 23%. When referring to the study "The relationship between pay and job satisfaction: A meta-analysis of the literature" researchers can see the consistency between them. In their study, Timothy et al., (2010) showed that the salary index was positively correlated with job satisfaction ($p^{\wedge} = 0.15$ and $p < 0.05$). In older studies, Timothy et al., (2010) indicated that there were studies that showed less correlation but found the results not to be significant. Due to this phenomenon, Timothy et al., (2010) made their final conclusion that pay has a moderate impact on job satisfaction.

4.3.2 H2: Promotion (A) to Job Satisfaction (JS)

The relationship between Promotion and Job Satisfaction results meet the requirements of a significant relationship, which infers H_{02} rejected and H_{a2} accepted. It can be summed up that Promotion has effect on Job

Satisfaction. It shows a positive correlation between Promotion and Job Satisfaction: when Promotion increases 21.7%, Job Satisfaction will increase by 21.7%. The results of this study is minor consistent with previous research of Mohamad et al., (2013) - Relationship between Motivational Factors and Job Performance of Employees in Malaysian Service Industry. According to research by Mohamad et al., (2013) promotion is one of two factors that have a significant impact on work performance. From the results of the previous study and the data of this study, the researcher once again confirms that promotion has a positive impact on job satisfaction.

4.3.3 H3: Work Freedom (WF) to Job Satisfaction (JS)

The relationship between Freedom and Job Satisfaction results meet the requirements of a significant relationship, which infers H_{03} rejected and H_{a3} accepted. Moreover, it can be summed up that Freedom has effect on Job Satisfaction. The result shows a linear relationship between Freedom and Job Satisfaction: as Freedom increases 29.3%, Job Satisfaction will also increase the same per cent. The results showing the relationship between Work Freedom and Job Satisfaction obtained by Mohamad have the value $B = 0.013$, $P < 0.05$ was found to be not significant. This phenomenon comes from the fact that the study scope of the two studies is different, in the study of Mohamad et al., (2013) with a population of service industry employees, the composition of that population is wide. It means that the population is much more than this study when limited to Gen Z. The researcher can make a comment that Gen Z is the generation wants to have equality and freedom at work.

4.3.4 H4: Friendly Environment (FE) to Job Satisfaction (JS)

The relationship between Friendly Environment and Job Satisfaction results meet the requirements of a significant relationship, which infers H_{04} rejected and H_{a4} accepted. Hence, it can be summed up that Friendly Environment has effect on Job Satisfaction. Original Sample value is 0.228, it infers a linear relationship between Friendly Environment and Job Satisfaction: as Friendly Environment increases 22.8%, Job Satisfaction will also increase the similar proportion.

4.3.5 H5: Training (T) to Job Satisfaction (JS)

The relationship between Training and Job Satisfaction results can meet the requirements of a significant relationship, which infers H_{05} rejected and H_{a5} accepted. Therefore, it can be summed up that Training has effect on Job Satisfaction. As the Original Sample value is 0.247, it indicates a linear relationship between Training and Job Satisfaction: as Training increases 24.7%, Job Satisfaction will also increase by 24.7%. As mentioned before, Gen Z lacks a lot of experience. The results of this study is consistent with previous research of Mohamad et al., (2013) - Relationship between Motivational Factors and Job Performance of Employees in Malaysian Service Industry. In their study, this index accounts for 37.4% out of 40.4% of the most positive indicators to work motivation.

4.3.6 H6: Job Satisfaction (JS) to Work Motivation (WM)

The relationship between Job Satisfaction and Work Motivation results meet the requirements of a significant relationship, which infers H_{06} rejected and H_{a6} accepted. It can be summed up that Job Satisfaction has effect on Work Motivation. In addition to this, as the Original Sample value is 0.438, it indicates a linear relationship between Job Satisfaction and Work Motivation: as Job Satisfaction increases 43.8%, Work Motivation will also increase by 43.8%. The results of this study is consistent with previous research of Jalagat (2016) - Job Performance, Job Satisfaction and Motivation: A Critical Review of Their Relationship. The author believes that their relationships are intimate and interdependent. It acts in a circle but not linearly like other relationships. It means when work motivation increases, there will be an impact on job satisfaction. Conversely, increased job satisfaction will boost work motivation.

4.4 The Mediating

4.4.1 H7: Salary to Gen Z's work motivation through Job Satisfaction

The effect of Salary to Gen Z's work motivation through Job Satisfaction has a T-statistic value of 4.073 which is higher than threshold 1.96 and P value 0.000 is lower than threshold at 0.05. Therefore, it can conclude that Salary significantly affects Gen Z's work motivation during Covid-19 through Job Satisfaction.

4.4.2 H8: Promotion to Gen Z's work motivation through Job Satisfaction

The effect of Promotion to Gen Z's work motivation during Covid-19 through Job Satisfaction has a T-statistic

value of 3.152 which is higher than threshold 1.96 and P value 0.000 is lower than threshold at 0.05. It can conclude that Promotion significantly affects Gen Z's work motivation during Covid-19 through Job Satisfaction.

4.4.3 H9: Work Freedom to Gen Z's work motivation through Job Satisfaction

The effect of Work Freedom to Gen Z's work motivation during Covid-19 through Job Satisfaction has a T-statistic value of 4.728 which is higher than threshold 1.96 and P value 0.000 is lower than threshold at 0.05. Hence, it can conclude that Work Freedom significant influences Gen Z's work motivation during Covid-19 through Job Satisfaction.

4.4.4 H10: Friendly Environment to Gen Z's work motivation through Job Satisfaction

The effect of Friendly Environment to Gen Z's work motivation during Covid-19 through Job Satisfaction has a T-statistic value of 3.792 which is higher than threshold 1.96 and P value 0.000 is lower than threshold at 0.05. Therefore, it can conclude that Friendly Environment significant influences Gen Z's work motivation during Covid-19 through Job Satisfaction.

4.4.5 H11: Training to Gen Z's work motivation through Job Satisfaction

The effect of Training to Gen Z's work motivation during Covid-19 through Job Satisfaction has a T-statistic value of 3.971 which is higher than threshold 1.96 and P value 0.000 is lower than threshold at 0.05. Hence, it can conclude that Training significant influences Gen Z's work motivation during Covid-19 through Job Satisfaction.

The T-statistic and the P-value of the indirect effect have significant indirect effects with Job Satisfaction as the mediating variable. Here are the conclusions of the indirect effect of hypothesis testing for the study:

- Job Satisfaction mediates the effect of Salary and Gen Z's work motivation during Covid-19.
- Job Satisfaction mediates the effect of Promotion and Gen Z's work motivation during Covid-19.
- Job Satisfaction mediates the effect of Work Freedom and Gen Z's work motivation during Covid-19.
- Job Satisfaction mediates the effect of Friendly Environment and Gen Z's work motivation during Covid-19.
- Job Satisfaction mediates the effect of Training and Gen Z's work motivation during Covid-19.

Table 4.4 Indirect result

		Original Sample (O)	T Statistic	P value	Result
H7	Salary → Job Satisfaction → Gen Z's work motivation	0.103	4.073	0.000	Significant
H8	Promotion → Job Satisfaction → Gen Z's work motivation	0.095	3.152	0.001	Significant
H9	Work Freedom → Job Satisfaction → Gen Z's work motivation	0.128	4.728	0.000	Significant
H10	Friendly Environment → Satisfaction → Gen Z's work motivation	0.100	3.792	0.000	Significant
H11	Training → Job Satisfaction → Gen Z's work motivation	0.108	3.971	0.000	Significant

Source: Processed data with Smart PLS

5. Conclusion and Implications

As described above, Covid-19 has impacted many aspects of society and people's lives in Hanoi. Through data collected from 200 survey participants and they are processed on Smart-PLS 3.3.3 application. Here are the conclusions draw by researcher based on respondent answers.

1. Salary has significant effect on Job Satisfaction during Covid-19. It means that Salary is one of the factors affecting job satisfaction and thereby improving work motivation during Covid-19.
2. Promotion has significant effect on Job Satisfaction during Covid-19. It means that Promotion is one of the factors affecting job satisfaction and thereby improving work motivation during Covid-19.
3. Work Freedom has significant effect on Job Satisfaction during Covid-19. It is the most important factors affecting job satisfaction and thereby improving work motivation during Covid-19.
4. Friendly Environment has significant effect on Job Satisfaction during Covid-19. It means that Friendly Environment is one of the factors affecting job satisfaction and thereby improving work motivation during Covid-19.
5. Training has significant effect on Job Satisfaction during Covid-19. It shows that Training is the second important factors affecting job satisfaction and thereby improving work motivation during Covid-19.
6. Job Satisfaction has significant effect on Gen Z's work motivation during Covid-19. It means that when Gen Z has job satisfaction, their motivation will also increase during the Covid-19 pandemic.

Although the indicators included in the article all show positive results, companies and managers still need to improve the working system. At first reasonable division of work for individuals in the collective. Establish specific policies in the company, the specific policies that need to be specific are the policy of professional learning and job promotion.

Research provides researchers and academics with their evolving insights and findings about Generation Z. However, it is appropriate and necessary to point out the limitations associated with this study. It should have a larger sample size to improve and check the validity of the results. The current data set is limited to Hanoi and cannot accurately reflect the situation elsewhere, so as this study is further developed in other countries or places it will be possible to find get a general overview.

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