



The Influence of Person-Job Fit, Work-Life Balance, and Rewards on Job Satisfaction (A Survey On Generation Z in Surakarta City)

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Abstract

This study examines the effects of person-job fit, work-life balance, and rewards on job satisfaction among Generation Z employees in Surakarta City, Indonesia. A quantitative cross-sectional survey design was employed using primary data collected from 100 respondents selected through purposive sampling. Data were gathered through a structured questionnaire and analyzed using multiple linear regression after validity, reliability, and classical assumption testing. The results show that person-job fit has a positive and significant effect on job satisfaction ($B = 0.307$; $p = 0.008$). Work-life balance also exerts a positive and significant effect ($B = 0.578$; $p = 0.000$), while rewards demonstrate a positive and significant contribution ($B = 0.224$; $p = 0.012$). The regression model is statistically significant, with an adjusted R-squared of 0.606, indicating that the three predictors explain 60.6% of the variation in job satisfaction. These findings emphasize the importance of aligning employee capabilities with job demands, supporting work-life balance, and providing appropriate rewards to strengthen job satisfaction among Generation Z employees in contemporary organizational settings. The findings offer implications for human resource management and Generation Z retention strategies.

Keywords: Generation Z, job satisfaction, person-job fit, rewards, work-life balance.



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INTRODUCTION

Generation Z has entered the labor market in increasing numbers, bringing distinct characteristics, preferences, and work expectations compared with previous generations. Having grown up in a highly digitalized environment, this cohort tends to possess extensive access to information, rapid communication patterns, and strong preferences for flexibility in professional life (Schroth, 2019). These shifts in workforce composition require organizations to adapt their human resource management practices in ways that accommodate employee needs while maintaining organizational performance. Accordingly, understanding the determinants of job satisfaction among Generation Z employees has become increasingly important for organizations seeking to retain competent and productive young talent (Moeins et al., 2024).

Job satisfaction represents a crucial aspect of human resource management because it reflects employees' evaluations of their work, workplace environment, compensation, and overall employment experience. A high level of job satisfaction can foster positive attitudes toward work, whereas dissatisfaction may reduce motivation, discipline, and employee performance (Sari & Hadijah, 2016). For Generation Z employees, job satisfaction is increasingly multidimensional because they tend to consider not only financial rewards but also job compatibility, flexibility, career development opportunities, and work-life balance. This condition suggests that organizations need to identify the determinants of job satisfaction comprehensively in order to formulate human resource policies that correspond with the characteristics of the contemporary workforce (Suhadarliyah et al., 2024).

One factor that is expected to contribute to job satisfaction is person-job fit, which refers to the degree of compatibility between individual characteristics and the characteristics or requirements of a particular job. This concept encompasses the match between an employee's abilities and job demands, as well as the extent to which the job provides resources that meet individual needs (Cable & DeRue, 2002). Employees whose competencies align with job requirements are generally more capable of

performing their tasks effectively and are more likely to develop positive work experiences than those experiencing job mismatch. Fauzan (2023) demonstrated that person-job fit is positively associated with job satisfaction, while Widyastuti and Ratnaningsih (2018) similarly found that greater compatibility between employees and their jobs is associated with higher levels of job satisfaction.

The relevance of person-job fit is particularly important for Generation Z because this cohort tends to place greater emphasis on jobs that are consistent with their abilities, interests, and personal development needs. Such compatibility extends beyond technical competence and also concerns the extent to which employment provides experiences that correspond with individual preferences in the organizational environment (Kristof-Brown & Guay, 2011). A mismatch between employee characteristics and job requirements may generate psychological strain, fatigue, and reduced job satisfaction, particularly when employees perceive that their work does not adequately utilize their abilities or address their needs. Yulianto et al. (2024) found that person-job fit significantly influences job satisfaction among Generation Z employees, indicating the relevance of further investigation across different employment and regional contexts.

In addition to person-job fit, work-life balance has become an increasingly important factor in contemporary human resource management. Work-life balance refers to an individual's ability to allocate time, involvement, and satisfaction proportionally between professional responsibilities and personal life so that neither domain creates excessive interference with the other (Ricardianto, 2018). Changes in work arrangements, the expansion of digital technology, and rising expectations for flexibility have made work-life balance an important dimension through which employees evaluate the quality of their employment. Studies by Cahyadi and Prastyani (2020), Endeka et al. (2020), and Paryanti and Aprianti (2022) indicate that work-life balance is associated with higher job satisfaction when organizations are able to create working conditions that support employees' personal and professional well-being.

Work-life balance is particularly relevant for Generation Z because members of this generation tend to evaluate employment not only in terms of income but also according to flexibility and the ability to maintain a healthy personal life. Rachmadini and Riyanto (2020) found that work-life balance plays an important role in shaping employee engagement among Generation Z, while Putra et al. (2020) reported that flexible working hours, remote working, and work-life balance are associated with employee satisfaction. When job demands cannot be effectively balanced with personal needs, employees may experience greater stress and role conflict, which can subsequently reduce positive evaluations of their work. Therefore, work-life balance policies represent an important strategic instrument for organizations seeking to enhance satisfaction and retain Generation Z employees.

Another factor closely associated with job satisfaction is the reward received by employees as recognition of their contributions and achievements within the organization. Rewards may take financial and non-financial forms, including compensation, recognition, praise, development opportunities, and other forms of appreciation that contribute to fulfilling employee needs. Fadhil (2023) found that reward systems have a meaningful impact on job satisfaction, while Muslim and Puspitasari (2023) showed that reward systems constitute an important determinant of employee satisfaction. In the context of Generation Z, Syal et al. (2024) further demonstrated that rewards and work-life balance are related to job satisfaction and employee retention, highlighting the importance of fair and relevant reward practices in managing younger employees.

Although person-job fit, work-life balance, and rewards have been examined separately and in various combinations, empirical research integrating these three variables to explain job satisfaction among Generation Z employees in Surakarta remains limited. Previous studies have provided evidence of relationships between person-job fit and job satisfaction (Fauzan, 2023; Yulianto et al., 2024), work-life balance and job satisfaction (Cahyadi & Prastyani, 2020; Endeka et al., 2020), and rewards and job satisfaction (Fadhil, 2023; Muslim & Puspitasari, 2023), yet differences in organizational and regional contexts may produce variations in empirical outcomes. This gap provides an opportunity to examine simultaneously whether job compatibility, work-life balance, and rewards can explain job satisfaction among Generation Z employees within the employment context of Surakarta. Therefore, this study aims to analyze the effects of person-job fit, work-life balance, and rewards on job satisfaction among Generation Z employees in Surakarta City, both individually and within an integrated empirical model.

RESEARCH METHODS

This study employed a quantitative approach with a cross-sectional survey design to examine the effects of person-job fit, work-life balance, and rewards on job satisfaction among Generation Z employees in Surakarta City, Indonesia. The target population consisted of Generation Z employees working in private-sector organizations in Surakarta, defined in this study as individuals aged 18–27 years. Because the exact population size could not be determined, respondents were selected using a non-probability purposive sampling technique based on three inclusion criteria: being within the specified age range, being employed in a private-sector organization located in Surakarta, and having at least one year of work experience. A total of 100 respondents participated in the study, and primary data were collected through a structured self-administered online questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Person-job fit was operationalized through demand–abilities fit and needs–supplies fit based on Cable and DeRue (2002), while work-life balance was measured through time balance, involvement balance, and satisfaction balance (Ricardianto, 2018). Rewards were assessed through recognition, praise, and need fulfillment (Mortensen, 2015), whereas job satisfaction was measured through perceptions of the work itself, salary, promotion opportunities, and supervision.

Data analysis was conducted using multiple linear regression to determine the partial and simultaneous effects of person-job fit, work-life balance, and rewards on job satisfaction. Prior to hypothesis testing, the measurement instrument was evaluated through validity and reliability tests, with item validity assessed using Pearson's product-moment correlation and internal consistency evaluated using Cronbach's alpha (Ghozali, 2018). Classical assumption tests were subsequently performed to ensure the adequacy of the regression model, including the Kolmogorov–Smirnov test for residual normality, tolerance and variance inflation factor (VIF) values for multicollinearity, and the Glejser test for heteroscedasticity. The partial effects of each independent variable were examined using t-tests, while the simultaneous effect of the three predictors was evaluated using an F-test at a significance level of 5%. The coefficient of determination (R^2) was used to estimate the proportion of variance in job satisfaction explained by the independent variables, and all statistical analyses were performed using statistical software.

RESULTS AND DISCUSSION

The Effect of Person–Job Fit on Job Satisfaction

The empirical results demonstrate that person–job fit has a positive and statistically significant effect on job satisfaction among Generation Z employees in Surakarta City. The regression analysis produced an unstandardized coefficient (B) of 0.307, a standardized coefficient (β) of 0.266, a t-statistic of 2.728, and a significance value of 0.008. Since the significance value is below the 0.05 threshold, the hypothesis proposing that person–job fit significantly affects job satisfaction is supported. This finding indicates that a stronger alignment between employees and the requirements and characteristics of their jobs is associated with higher levels of job satisfaction, consistent with the conceptualization of person–job fit proposed by Cable and DeRue (2002).

The reliability and validity results further provide adequate empirical support for interpreting this relationship. All seven questionnaire items used to measure person–job fit generated significance values of 0.000, indicating that each measurement item satisfied the validity criterion applied in the study. The person–job fit construct also recorded a Cronbach's alpha coefficient of 0.832, demonstrating a satisfactory level of internal consistency among the measurement items. These measurement results suggest that the empirical association identified between person–job fit and job satisfaction is supported by a sufficiently consistent measurement of employees' perceptions regarding the compatibility between themselves and their jobs.

Conceptually, the finding supports the person–environment fit perspective, which assumes that employee attitudes and behavioral outcomes are partly determined by the compatibility between individual characteristics and characteristics of the surrounding work environment. Kristof-Brown and Guay (2011) explain that person–environment fit encompasses several forms of compatibility, including the extent to which individual abilities correspond to environmental demands and the extent to which the environment fulfills individual needs. Within the more specific domain of person–job fit, employees are therefore more likely to evaluate their employment positively when their competencies enable them to meet job requirements and when the job provides outcomes that correspond to their

individual expectations. From a human resource management perspective, such compatibility is important because appropriate employee placement can facilitate more effective task performance while simultaneously improving employees' psychological evaluations of their work (Dessler, 2015).

The relevance of this finding becomes particularly evident when examined in the context of Generation Z employees. Generation Z entered the workplace with relatively strong exposure to digital technologies, extensive access to employment information, and greater opportunities to compare jobs, organizations, and career alternatives than many previous workforce cohorts (Schroth, 2019). Haryanto (2019) similarly emphasizes that the extensive use of the internet and social media has influenced Generation Z's perceptions of the world of work, including their expectations regarding employment experiences. Consequently, when the actual characteristics of a job are inconsistent with employees' competencies, interests, or expectations, Generation Z workers may be more sensitive to such discrepancies and more likely to negatively evaluate their employment experience (Moeins et al., 2024).

The present result is also consistent with previous empirical evidence concerning the relationship between person–job fit and job satisfaction. Fauzan (2023) found that person–job fit contributes positively to job satisfaction and other desirable organizational outcomes, indicating that compatibility between employees and their work provides an important foundation for positive work attitudes. Widyastuti and Ratnaningsih (2018) similarly reported a relationship between person–job fit and job satisfaction, suggesting that employees who perceive greater compatibility with their jobs tend to report greater satisfaction. More recently, Yulianto et al. (2024) demonstrated that person–job fit is relevant to job satisfaction specifically among Generation Z employees, strengthening the argument that job compatibility remains an important issue for younger workforce cohorts.

Table 1. Regression Result for the Effect of Person–Job Fit on Job Satisfaction

Variable	B	Std. Error	Beta	t	Sig.
Person–Job Fit (X1)	0.307	0.113	0.266	2.728	0.008

Dependent variable: Job Satisfaction (Y).

Source: 2026 Data Processing Results.

The positive regression coefficient of 0.307 indicates that person–job fit and job satisfaction move in the same direction within the estimated model. Holding the other independent variables constant, an increase of one unit in person–job fit is associated with a 0.307-unit increase in the predicted value of job satisfaction. The standardized beta coefficient of 0.266 further indicates that person–job fit contributes positively to explaining differences in job satisfaction after differences in measurement scale are taken into account. This empirical pattern is consistent with the broader human resource management proposition that assigning employees to positions compatible with their abilities and characteristics can strengthen positive attitudes toward their work (Hasibuan, 2016; Hamali, 2016; Sutrisno, 2016).

The relationship can also be understood through the demand–abilities component of person–job fit. Employees are more likely to experience favorable work outcomes when their knowledge, skills, and abilities correspond to the demands imposed by their jobs, because such alignment increases their capacity to complete assigned responsibilities effectively (Cable & DeRue, 2002). For Generation Z employees, whose educational experiences and competencies are increasingly shaped by rapid technological and labor-market developments, appropriate alignment between individual capabilities and occupational demands is particularly important for facilitating professional adaptation (Prayoga & Lajira, 2022). Human resource development practices that identify employee competencies and align them with suitable responsibilities can therefore contribute not only to employee development but also to more positive evaluations of work itself (Widodo, 2015).

The needs–supplies dimension provides another explanation for the significant relationship identified in this study. Person–job fit is not limited to whether an employee is technically capable of performing a task, but also includes whether the job can provide outcomes that correspond to employees' needs and expectations (Cable & DeRue, 2002). Generation Z employees may expect employment to provide opportunities for learning, meaningful work, recognition, flexibility, personal development, and career advancement in addition to economic compensation (Schroth, 2019; Moeins

et al., 2024). When these expectations are sufficiently accommodated by the job, employees are more likely to perceive that their employment relationship fulfills both professional and personal needs, thereby strengthening job satisfaction.

From an organizational perspective, these findings indicate that recruitment and placement decisions should extend beyond formal educational qualifications or immediate staffing requirements. Organizations need to assess whether candidates' competencies, interests, values, and developmental expectations correspond with the actual characteristics of the positions for which they are recruited. Appropriate placement can reduce the possibility of employees experiencing frustration arising from excessive demands, underutilized capabilities, or employment conditions that do not correspond to their expectations, all of which may influence subsequent attitudes toward work (Sari & Hadijah, 2016). This becomes particularly relevant in managing Generation Z because contemporary human resource management increasingly requires organizations to integrate competency alignment, employee development, and supportive work experiences rather than relying exclusively on traditional employment arrangements (Suhadarliyah et al., 2024).

Overall, the findings provide empirical support for person–job fit as one of the determinants of job satisfaction among Generation Z employees in Surakarta City. The significant t-value of 2.728 and probability value of 0.008 confirm that variations in employees' perceptions of job compatibility are systematically associated with differences in their job satisfaction after the other variables included in the regression model are controlled. These results reinforce previous evidence that employees are more satisfied when job demands are compatible with their abilities and when employment provides conditions that correspond to their needs (Fauzan, 2023; Widyastuti & Ratnaningsih, 2018; Yulianto et al., 2024). Accordingly, improving person–job fit through careful recruitment, competency-based placement, realistic job information, and continuous employee development represents an important managerial strategy for strengthening the satisfaction of Generation Z employees in Surakarta.

The Effect of Work–Life Balance on Job Satisfaction

The empirical findings indicate that work–life balance has a positive and statistically significant effect on job satisfaction among Generation Z employees in Surakarta City. The multiple linear regression analysis generated an unstandardized coefficient (B) of 0.578, a standard error of 0.106, a standardized coefficient (Beta) of 0.526, a t-statistic of 5.432, and a significance value of 0.000. Because the significance value is lower than the 0.05 threshold, the hypothesis proposing a significant effect of work–life balance on job satisfaction is empirically supported. These results demonstrate that employees who are better able to balance their professional responsibilities with their personal lives tend to experience higher levels of job satisfaction.

The magnitude of the standardized coefficient further shows that work–life balance constitutes an important predictor of job satisfaction within the estimated regression model. A positive unstandardized coefficient of 0.578 means that, while the other predictors are held constant, a one-unit increase in work–life balance corresponds to an increase of 0.578 units in the predicted value of job satisfaction. The Beta coefficient of 0.526 suggests that the contribution of work–life balance is substantively meaningful when the different measurement scales of the variables are standardized. This result reinforces the argument that contemporary employees increasingly evaluate their employment not only through financial outcomes but also through the extent to which work arrangements allow them to maintain satisfactory personal and professional lives (Ricardianto, 2018).

From a conceptual perspective, work–life balance reflects an employee's capacity to achieve proportionality between occupational responsibilities and non-work activities. Ricardianto (2018) conceptualizes this balance through time balance, involvement balance, and satisfaction balance, indicating that the construct extends beyond merely reducing working hours. Employees may experience balance when they are able to allocate adequate time to different life domains, maintain appropriate psychological involvement in each domain, and derive sufficient satisfaction from both professional and personal activities. Consequently, organizations that create working conditions compatible with these dimensions can reduce role conflict and strengthen employees' positive evaluations of their work.

The importance of work–life balance is particularly pronounced among Generation Z employees because their expectations of employment have developed within a rapidly changing

technological and social environment. Generation Z workers tend to have greater access to information regarding alternative employment arrangements and may therefore place stronger emphasis on flexibility, autonomy, and quality of life when evaluating their workplaces (Schroth, 2019). The increasing integration of digital technology into working life has also blurred traditional boundaries between work and personal activities, creating opportunities for flexibility while simultaneously increasing the risk of continuous work-related connectivity. These characteristics make organizational support for work–life balance particularly important for maintaining positive workplace attitudes among younger employees (Prayoga & Lajira, 2022).

The results of the present study are consistent with previous empirical evidence demonstrating a relationship between work–life balance and employee satisfaction. Cahyadi and Prastyani (2020) found that work–life balance is closely related to job satisfaction, particularly when employees are required to manage multiple work and personal roles simultaneously. Endeka et al. (2020) similarly showed that work–life balance contributes to employee job satisfaction, while Paryanti and Aprianti (2022) identified work–life balance as an important factor in explaining employees’ evaluations of their workplace experiences. These findings collectively support the present result that maintaining an appropriate relationship between work responsibilities and personal life represents a meaningful source of job satisfaction.

Table 4. Validity and Reliability Test Results Work Life Balance (X2)

Questionnaire Item	p-value (significance)	Criterion	Description
X2.1	0,000	$\alpha = 0,05$	Valid
X2.2	0,000	$\alpha = 0,05$	Valid
X2.3	0,000	$\alpha = 0,05$	Valid
X2.4	0,000	$\alpha = 0,05$	Valid
X2.5	0,000	$\alpha = 0,05$	Valid

Source: 2025 Data Processing Results

The original validity test results presented in Table 4 show that all five questionnaire items measuring work–life balance obtained a significance value of 0,000, which is below the criterion of $\alpha = 0,05$. Accordingly, X2.1, X2.2, X2.3, X2.4, and X2.5 were all classified as valid and were therefore retained in the analysis. The reliability analysis additionally produced a Cronbach’s alpha value of 0.884 for the work–life balance variable, confirming a high level of internal consistency across the five measurement items. These measurement results provide sufficient support for using the work–life balance construct in the subsequent regression analysis because the indicators consistently represent the intended variable.

The statistical adequacy of the work–life balance predictor is also supported by the classical assumption testing reported in the original dataset. Work–life balance recorded a tolerance value of 0.424 and a variance inflation factor (VIF) value of 2.358, with the tolerance exceeding 0.10 and the VIF remaining below 10. These values indicate that work–life balance does not exhibit problematic multicollinearity with the other independent variables included in the regression model. This diagnostic result increases confidence that the significant coefficient of work–life balance reflects its distinct statistical contribution to job satisfaction rather than excessive linear overlap with person–job fit or rewards.

The significant relationship can further be explained through the three dimensions underlying the work–life balance construct used in this research. Time balance allows employees to distribute their available time between professional and personal responsibilities, involvement balance concerns the degree of psychological participation in both domains, and satisfaction balance reflects the extent to which employees derive fulfillment from work and non-work experiences (Ricardianto, 2018). When one domain consistently consumes disproportionate time or psychological resources, employees may experience stress, role interference, and declining satisfaction, whereas greater equilibrium can create more sustainable working experiences. This interpretation is consistent with Cahyadi and Prastyani (2020), who showed that work–life balance, work stress, and role conflict are closely connected to employee satisfaction.

The findings also correspond with developments in flexible and digitally mediated working arrangements. Putra et al. (2020) reported that flexible working hours, remote working, and work–life balance were associated with employee satisfaction, demonstrating that flexibility can become a meaningful component of positive employment experiences when it is appropriately managed. Rachmadini and Riyanto (2020) further showed that work–life balance is relevant to employee engagement among Generation Z, indicating that its consequences may extend beyond satisfaction to broader forms of psychological attachment to work. For organizations employing Generation Z workers in Surakarta, this suggests that flexible scheduling, manageable workloads, reasonable working hours, and organizational respect for employees’ personal time can contribute to a more satisfying employment relationship.

From a human resource management perspective, the results imply that maintaining work–life balance should be treated as an organizational strategy rather than solely as the personal responsibility of employees. Human resource policies concerning workload allocation, working schedules, leave arrangements, supervisory practices, and flexibility can determine employees’ capacity to manage competing work and personal demands (Sedarmayanti, 2014). Effective human resource management requires organizations to consider employee well-being alongside productivity because sustained organizational performance depends on the ability of employees to perform their responsibilities without experiencing excessive imbalance or prolonged strain (Nawawi, 2015). Such an approach is especially relevant for Generation Z because the attractiveness and sustainability of employment may increasingly depend on whether organizations offer working environments that accommodate changing expectations regarding flexibility and personal well-being.

Overall, the findings confirm that work–life balance is a significant determinant of job satisfaction among Generation Z employees in Surakarta City. The regression coefficient of 0.578, standardized Beta of 0.526, t-statistic of 5.432, and significance value of 0.000 provide empirical evidence that improved work–life balance is associated with higher job satisfaction within the model examined in this study. This result is consistent with previous findings demonstrating the importance of balanced working arrangements for employee satisfaction, engagement, and retention (Endeka et al., 2020; Putra et al., 2020; Rachmadini & Riyanto, 2020; Syal et al., 2024). Therefore, organizations seeking to improve the employment experience of Generation Z should develop work systems that support time balance, involvement balance, and satisfaction balance while ensuring that operational requirements remain compatible with employees’ broader personal needs.

The Effect of Rewards on Job Satisfaction

The empirical results indicate that rewards have a positive and statistically significant effect on job satisfaction among Generation Z employees in Surakarta City. The regression analysis produced an unstandardized coefficient (B) of 0.224, a standard error of 0.088, a standardized coefficient (Beta) of 0.163, a t-statistic of 2.560, and a significance value of 0.012. Since the significance value is below the conventional threshold of 0.05, the hypothesis stating that rewards significantly affect job satisfaction is supported by the empirical evidence. This result indicates that improved employee perceptions of organizational rewards are associated with higher job satisfaction after person-job fit and work-life balance are statistically controlled.

The positive coefficient of 0.224 indicates that an increase in rewards is associated with an increase in predicted job satisfaction within the regression model. Specifically, holding person-job fit and work-life balance constant, a one-unit increase in the reward variable corresponds to a 0.224-unit increase in job satisfaction. The standardized Beta value of 0.163 also indicates a positive independent contribution of rewards, although its standardized magnitude is lower than that recorded for person-job fit and work-life balance in the same model. This result nevertheless confirms that compensation and recognition remain relevant components of employees’ overall evaluations of their working experience, as emphasized in human resource management literature (Hasibuan, 2016; Sutrisno, 2016).

The reward construct used in this study includes recognition, praise, and the fulfillment of employee needs, following the indicators adopted from Mortensen (2015). This operationalization indicates that rewards should not be interpreted exclusively as salary or direct financial compensation, because appreciation may also be conveyed through interpersonal acknowledgment and organizational recognition. Employees who perceive that their contributions are noticed and

appropriately acknowledged are more likely to regard their employment relationship as equitable and psychologically meaningful. In this respect, rewards function not only as an economic mechanism but also as an organizational signal that employees' efforts and achievements are valued.

The present findings are consistent with earlier evidence showing that reward systems contribute to employee job satisfaction. Fadhil (2023) reported that reward systems influence job satisfaction and in-role performance, suggesting that appropriately structured rewards may produce both attitudinal and behavioral consequences in organizational settings. Lestari and Saroyo (2022) similarly identified a relationship between rewards and employee satisfaction, while Muslim and Puspitasari (2023) demonstrated that reward systems constitute an important component in explaining variations in workplace satisfaction. These converging findings strengthen the interpretation that organizational rewards remain an important determinant of how employees evaluate their employment experience.

The significance of rewards may be particularly relevant for Generation Z because members of this cohort enter employment with access to extensive information concerning salaries, benefits, career opportunities, and workplace practices across different organizations. The development of digitally mediated communication and social interaction has increased the visibility of employment experiences and organizational practices among younger generations, making comparison between available career opportunities increasingly accessible (Bahijah et al., 2022; Haryanto, 2019). Consequently, organizations may face greater pressure to ensure that their reward practices are perceived as appropriate, transparent, and commensurate with employee contributions. For Generation Z employees, recognition and fulfillment of individual needs may therefore complement financial rewards in shaping perceptions of whether the organization provides an attractive and satisfactory employment environment.

Table 5. Validity and Reliability Test Results Appreciation (X3)

Questionnaire Item	p-value (significance)	Criterion	Description
X3.1	0,000	$\alpha = 0,05$	Valid
X3.2	0,000	$\alpha = 0,05$	Valid
X3.3	0,000	$\alpha = 0,05$	Valid
X3.4	0,000	$\alpha = 0,05$	Valid
X3.5	0,000	$\alpha = 0,05$	Valid

Source: 2025 Data Processing Results.

The original instrument testing presented in Table 5 shows that all five questionnaire items used to measure the reward variable obtained a significance value of 0,000, which is below $\alpha = 0,05$. Accordingly, X3.1, X3.2, X3.3, X3.4, and X3.5 were all classified as valid and retained for subsequent statistical analysis. The reliability table in the original manuscript reports a Cronbach's alpha value of 0.823 for the reward variable with five measurement items, demonstrating adequate internal consistency among the indicators. Instrument validity and reliability are essential in quantitative research because they determine whether the empirical measures provide an adequate basis for subsequent hypothesis testing (Ghozali, 2018; Sekaran & Bougie, 2017).

The statistical diagnostics further support the inclusion of rewards in the regression model. The original multicollinearity results show a tolerance value of 0.979 and a VIF value of 1.021 for the reward variable, indicating that reward does not exhibit problematic linear dependence on person-job fit or work-life balance. In addition, the Glejser heteroscedasticity test produced a significance value of 0.808 for X3, which is above 0.05 and therefore indicates no heteroscedasticity problem for this predictor. These diagnostic findings provide additional support for interpreting the regression coefficient because the model satisfies the statistical assumptions applied in the study (Ghozali, 2018; Sugiyono, 2017; Umar, 2018).

The positive influence of rewards can also be interpreted from the perspective of employee needs and organizational reciprocity. Employees contribute time, knowledge, skills, and effort to organizational objectives and subsequently evaluate whether the outcomes they receive are commensurate with those contributions. When recognition, praise, financial returns, or other forms of reward are perceived as appropriate, employees are more likely to develop favorable evaluations of

the organization and of their work itself. This interpretation is compatible with broader human resource management arguments that compensation and employee appreciation serve as mechanisms for maintaining motivation, commitment, and positive employee attitudes (Hamali, 2016; Nawawi, 2015; Sedarmayanti, 2014).

For Generation Z, reward practices may also influence whether employees perceive the organization as capable of supporting both current needs and longer-term career development. Moeins et al. (2024) emphasize the importance of strengthening Generation Z performance in preparation for future national human resource demands, while Suhadarliyah et al. (2024) highlight the importance of contemporary performance-management approaches in dynamic organizational environments. Reward systems that incorporate recognition, development opportunities, and appropriate fulfillment of employee needs may consequently provide stronger signals of organizational support than compensation structures based solely on fixed economic returns. Syal et al. (2024) further demonstrated that rewards and work-life balance are relevant to employee retention through job satisfaction among Generation Z employees, indicating that satisfaction may function as an important mechanism linking organizational practices with employees' willingness to remain.

The result must also be interpreted within the overall regression model rather than viewing rewards in isolation. The original ANOVA results show an F-statistic of 51.700 with a significance value of 0.000, confirming that person-job fit, work-life balance, and rewards collectively have a statistically significant effect on job satisfaction. The original model summary further reports $R = 0.786$, $R^2 = 0.618$, Adjusted $R^2 = 0.606$, and a standard error of the estimate of 2.041, indicating that the three predictors jointly explain a substantial proportion of the observed variation in job satisfaction. These findings demonstrate that reward management contributes to job satisfaction as part of a broader system of employee-job compatibility and work-life conditions rather than operating as a single independent managerial solution.

Overall, the findings confirm that rewards constitute a statistically significant determinant of job satisfaction among Generation Z employees in Surakarta City. The regression results of $B = 0.224$, $\beta = 0.163$, $t = 2.560$, and $\text{Sig.} = 0.012$ demonstrate that employees who perceive stronger organizational rewards tend to report higher job satisfaction when other predictors in the model are held constant. The result is consistent with previous evidence emphasizing the role of rewards in strengthening workplace satisfaction and other desirable employee outcomes (Fadhil, 2023; Lestari & Saroyo, 2022; Muslim & Puspitasari, 2023; Syal et al., 2024). Therefore, organizations employing Generation Z workers should design reward systems that combine appropriate economic compensation with recognition, praise, fulfillment of employee needs, and opportunities for development in order to strengthen sustainable job satisfaction.

CONCLUSION

This study concludes that person-job fit, work-life balance, and rewards significantly contribute to job satisfaction among Generation Z employees in Surakarta City. Person-job fit has a positive and significant effect on job satisfaction ($B = 0.307$; $t = 2.728$; $p = 0.008$), indicating that employees experience greater satisfaction when their abilities and needs correspond with job requirements and organizational provisions. Work-life balance demonstrates the strongest standardized contribution within the model ($B = 0.578$; $\beta = 0.526$; $t = 5.432$; $p = 0.000$), confirming the importance of maintaining an appropriate balance between professional responsibilities and personal life. Rewards also exert a positive and significant effect ($B = 0.224$; $\beta = 0.163$; $t = 2.560$; $p = 0.012$), showing that recognition, appreciation, and fulfillment of employee needs remain relevant determinants of workplace satisfaction.

Collectively, person-job fit, work-life balance, and rewards provide substantial explanatory power for job satisfaction, as reflected in the adjusted R-squared value of 0.606, indicating that 60.6% of the variation in job satisfaction is explained by the three predictors, while the remaining 39.4% is attributable to factors outside the model. These findings imply that organizations employing Generation Z workers should adopt integrated human resource practices that prioritize appropriate employee-job matching, flexible and supportive working arrangements, and fair reward systems. Such practices can strengthen employee satisfaction while simultaneously supporting organizational efforts to maintain engagement and retain younger employees. Future studies may extend the model by

incorporating other organizational and psychological variables and examining Generation Z employees across different industries and geographical settings.

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