

The Effect of Job Recognition and Development Opportunities on Loyalty and Job Satisfaction of Generation Z in Jakarta's Creative Industries

Mohammad Gifari Sono¹, Agus Yulistiyono², Nur Khotijah³

¹ Universitas Muhammadiyah Luwuk and mohgifari@gmail.com

² Universitas Muhammadiyah Tangerang and agusyulistiyono@gmail.com

³ Politeknik Tunas Pemuda and opikaira@gmail.com

ABSTRACT

This study investigates the influence of job recognition and development opportunities on job satisfaction and loyalty among Generation Z employees in Jakarta's creative industries. Using a quantitative approach, data was collected from 230 respondents through a Likert-scale questionnaire and analyzed using Structural Equation Modeling (SEM-PLS). The results show that both job recognition and development opportunities have significant positive effects on job satisfaction and loyalty. Development opportunities were found to have a stronger impact on job satisfaction, while job recognition also significantly influenced both outcomes. These findings highlight the importance of tailored human resource strategies that focus on recognizing employee contributions and providing career development pathways. Organizations in Jakarta's creative industries can enhance retention and satisfaction by investing in these key areas.

Keywords: Job Recognition, Development Opportunities, Job Satisfaction, Loyalty, Generation Z

1. INTRODUCTION

Attracting and retaining Generation Z employees in creative industries requires understanding their need for financial security, work-life balance, and a supportive culture, which influence job satisfaction and loyalty. Financial opportunities and career growth are essential for Gen Z [1], while unmet expectations can lead to turnover. Work-life balance and flexibility are also key factors [2], with Gen Z preferring flat organizational structures [3]. A collaborative culture, transformational leadership, and mentorship enhance satisfaction and retention [1], [2], [4]). Additionally, meaningful work and development opportunities foster engagement and growth [2], [5].

The creative industries, characterized by their dynamic and innovative nature, require employees who are not only skilled but also motivated and engaged. Generation Z, known for their tech-savviness and social consciousness, presents a unique opportunity for these industries, but their loyalty and satisfaction are influenced by factors distinct from previous generations. Understanding these factors is crucial for organizations aiming to attract and retain Gen Z talent [6]. Effective communication and participative leadership are vital in fostering creativity among Gen Z employees, who value open communication and empowerment [7]. Additionally, strong perceived organizational support enhances work engagement, boosting creativity, making it critical for sectors like media [8]. Intrinsic motivation, such as valuing skill development, alongside extrinsic motivators like fair evaluation and socially important projects, also play a significant role [9]. Moreover, a supportive work environment aligned with Gen Z's values is essential, with organizational justice, support, and leader-member exchange key to sustaining their engagement and commitment [10].

Job recognition and development opportunities are pivotal in enhancing employee motivation and satisfaction, particularly for Generation Z, who prioritize continuous learning and career advancement. Recognition, whether through formal programs or peer acknowledgment, significantly boosts employee engagement and retention. For example, in Ugandan universities, recognition, alongside salary and organizational climate, positively influenced staff performance [11], [12], while in a Florida nursing unit, a recognition program increased job satisfaction through verbal acknowledgment from leadership (Bianchi, 2024). Peer recognition systems, such as PRP, also fulfill employees' need for appreciation, leading to higher engagement and lower turnover [13]. Development opportunities, though sometimes less emphasized, are crucial for retention, especially in sectors like banking where financial compensation is prioritized [14]. Generation Z values continuous learning, making skill-building opportunities key to their job satisfaction. However, balancing recognition and rewards is essential, as seen in South Africa, where both were found necessary for motivation [15], while industry-specific approaches to recognition and development must be considered [13].

Despite these insights, limited research specifically addresses the relationship between job recognition, development opportunities, and their combined effects on Generation Z employees in the context of Jakarta's creative industries. Most studies on employee satisfaction and loyalty have focused on older generations or have been conducted in different sectors. This research aims to fill that gap by comprehensively analyzing how job recognition and development opportunities influence loyalty and job satisfaction among Generation Z in the creative industry sector. The objectives of this study are twofold. First, it seeks to examine the extent to which job recognition impacts Generation Z employees' loyalty and job satisfaction. Second, it aims to explore how development opportunities contribute to fostering greater loyalty and satisfaction among this demographic. The findings of this study will offer valuable insights for employers in Jakarta's creative industries, enabling them to craft better strategies for managing and retaining Generation Z talent.

2. LITERATURE REVIEW

2.1 *Job Recognition*

Job recognition is a key factor in boosting employee motivation and engagement, as it acknowledges contributions through formal awards, informal praise, or public acknowledgment, serving as a "motivator" in Herzberg's Two-Factor Theory. Studies show that recognition enhances job satisfaction and retention. Peer recognition points (PRP) systems fulfill the psychological need for appreciation, leading to lower turnover and higher engagement [13]. In creative industries, where evaluations of creativity are subjective, recognition from supervisors and peers is essential [13]. Both intrinsic and extrinsic recognition, including financial compensation and acknowledgment, are linked to job retention [14]. Award recognition programs, like those for advanced practice registered nurses (APRNs), increase job satisfaction and retention [16]. Additionally, recognition shapes organizational culture, promoting career advancement and organizational development [17], [18].

2.2 *Development Opportunities*

Development opportunities are crucial for career growth and skill enhancement, particularly for Generation Z employees who prioritize continuous learning and advancement. Organizations that offer robust training, mentorship, and development programs not only attract but also retain talent, especially in dynamic sectors like technology and creative industries. These opportunities align with Maslow's concept of self-actualization, fulfilling employees' intrinsic motivation for personal growth. Training and development are essential for enhancing skills, particularly in the digital era, with programs focusing on ICT skills being vital for competitiveness [19]. Effective training correlates with perceived skill development and career advancement, as seen in start-up environments [20]. Mentorship and coaching are also pivotal, providing career guidance and networking opportunities, particularly in the technology sector [21]. The positive impact of mentorship on job satisfaction highlights its role in nurturing talent [22]. Furthermore, talent management strategies, including training and career growth plans, are essential for attracting and retaining skilled employees, fostering innovation and productivity, especially in creative industries [23], [24]. Furthermore, in Jakarta's creative sector, companies that provide clear career pathways and continuous skill-building opportunities are more likely to attract and retain top talent from Generation Z.

2.3 *Loyalty*

Employee loyalty, as defined by Meyer and Allen's model, involves affective, continuance, and normative commitment, and is vital for organizational success, correlating with lower turnover, increased productivity, and a positive culture. Generation Z employees, often seen as less loyal due to job-hopping, can be better retained through a balance of intrinsic and extrinsic rewards, especially in dynamic industries like creative sectors. Affective commitment, driven by emotional attachment, has the strongest impact on loyalty, with continuance and normative commitments also playing key roles [25]. Career advancement and supportive corporate cultures significantly enhance loyalty, as evidenced by studies at Alibaba [26]. Modern assessment tools and digital analytics help improve loyalty [27], while trust, fostered by transparent communication and organizational support, further strengthens engagement [28]. For Generation Z, intrinsic rewards like recognition, alongside extrinsic rewards like development opportunities, are crucial for loyalty [29].

2.4 *Job Satisfaction*

Job satisfaction for Generation Z is shaped by factors such as recognition, development opportunities, work-life balance, and alignment with organizational values. This generation values a work environment that fosters personal and professional growth, with a strong emphasis on learning and advancement opportunities. Research shows that job satisfaction is closely linked to recognition and development, which are essential for retaining Generation Z employees and boosting their commitment [30]. Organizations that offer clear development pathways and continuous skill improvement are more likely to keep Generation Z talent [2], [10]. Flexibility in work schedules, such as remote work and compressed weeks, also contributes significantly to their job satisfaction [30]. A positive work environment that

supports work-life balance is crucial for attracting and retaining these employees [2]. Additionally, Generation Z seeks employers whose values align with their own, favoring meaningful work and a supportive culture [10]. A total reward system that includes both monetary and non-monetary incentives enhances satisfaction by aligning organizational practices with Generation Z's preferences [31]. In creative industries, autonomy and recognition of creative contributions play a key role in motivating Generation Z employees [32].

Research Gaps

Despite the extensive literature on job satisfaction, loyalty, and Generation Z in the workforce, there is limited research focusing specifically on Jakarta's creative industries. This sector is unique due to its high demand for innovation, fast-paced environment, and reliance on creative talent. Additionally, most studies on Generation Z have been conducted in Western contexts, leaving a gap in understanding how cultural and regional factors influence this generation's workplace expectations in Indonesia. This study aims to fill these gaps by examining the specific impacts of job recognition and development opportunities on Generation Z employees' loyalty and job satisfaction in the creative industries in Jakarta.

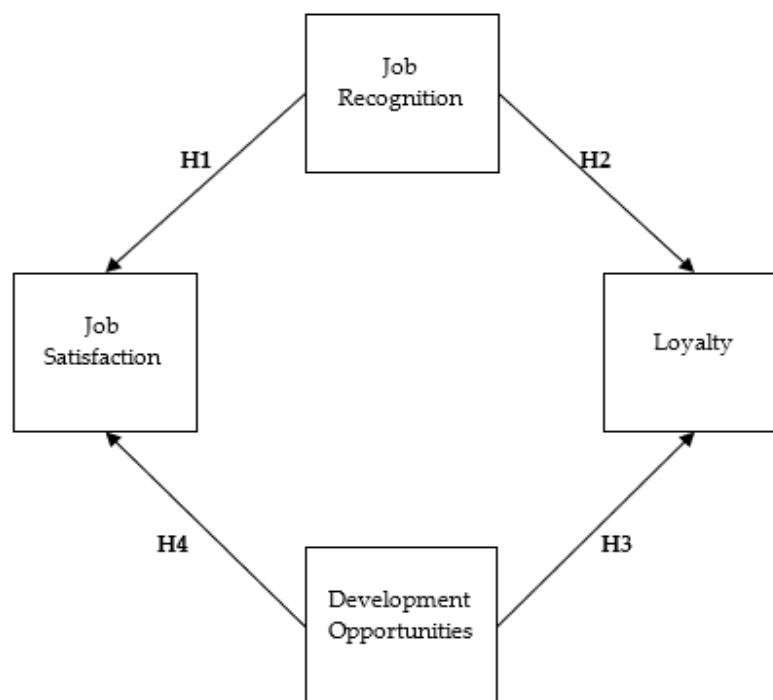


Figure 1. Conceptual Framework

Based on the literature review, the following hypotheses are proposed for this study:

- H1: Job recognition has a positive and significant effect on job satisfaction among Generation Z employees in Jakarta's creative industries.
- H2: Job recognition has a positive and significant effect on loyalty among Generation Z employees in Jakarta's creative industries.

- H3: Development opportunities have a positive and significant effect on job satisfaction among Generation Z employees in Jakarta's creative industries.
- H4: Development opportunities have a positive and significant effect on loyalty among Generation Z employees in Jakarta's creative industries.

3. METHODS

3.1 Research Design

This study employs a quantitative research design to analyze the relationships between the independent variables (job recognition and development opportunities) and the dependent variables (loyalty and job satisfaction). The quantitative approach is appropriate for this research as it allows for the systematic collection of data from a large sample, the measurement of variables using a structured questionnaire, and the testing of hypotheses using statistical methods. The study utilizes a cross-sectional survey method, gathering data at a single point in time to examine the current attitudes and perceptions of Generation Z employees in the creative industries.

3.2 Population and Sample

The target population for this study consists of Generation Z employees (born between 1997 and 2012) who are currently working in the creative industries in Jakarta, including fields such as advertising, design, media, entertainment, and digital marketing, all known for their dynamic and innovative work environments. A sample of 230 respondents was selected using purposive sampling, a non-probability technique chosen to ensure that respondents met the criteria of belonging to Generation Z and being employed in the creative industries in Jakarta. The sample size of 230 was deemed appropriate based on previous studies, providing sufficient statistical power for conducting Structural Equation Modeling (SEM) analysis. The criteria for sample selection were that respondents must be between 18 and 27 years old, currently employed in the creative industries in Jakarta, and have worked in their current role for at least six months to ensure familiarity with job recognition and development opportunities within their organizations.

3.3 Data Collection

Data was collected using a structured questionnaire distributed to the respondents through both online and offline channels. The questionnaire was designed to measure the key variables of interest: job recognition, development opportunities, loyalty, and job satisfaction. It consisted of closed-ended questions using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to capture respondents' levels of agreement with various statements. The questionnaire was pre-tested with a small group of Generation Z employees from the creative industry to ensure clarity and relevance, and based on the feedback from the pre-test, minor adjustments were made to improve the readability and flow of the questions.

3.4 Data Analysis

The data was analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS-SEM) technique, ideal for testing complex relationships between multiple dependent and independent variables, such as job recognition, development opportunities, loyalty, and job satisfaction. The analysis followed several steps: first, descriptive statistics (mean, standard deviation, frequency distributions) provided an overview of respondents' demographic characteristics and questionnaire responses. The reliability and validity of the measurement model were then evaluated using Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE), while discriminant validity ensured construct distinction. Path coefficients were estimated and tested for significance through bootstrapping (5000 resamples), with the coefficient of determination (R^2) used to assess explanatory power. Effect sizes (f^2) and predictive relevance (Q^2)

further evaluated the model's strength and accuracy. Hypotheses were tested using path coefficients and p-values, with a significance level of $p < 0.05$ determining statistically significant relationships between the variables.

4. RESULTS AND DISCUSSION

4.1 Demographic Profile of Respondents

The sample consists of 230 Generation Z employees currently working in Jakarta's creative industries, which include advertising, digital media, entertainment, graphic design, and other related sectors. The respondents' demographic characteristics are categorized based on gender, age, education, and employment duration.

Table 1. Demographic Profile of Respondents

Demographic Variables	Category	Frequency (n)	Percentage (%)
Gender	Male	92	40%
	Female	138	60%
Age	18-20 years	40	17.4%
	21-23 years	100	43.5%
	24-27 years	90	39.1%
Education Level	Diploma	40	17.4%
	Bachelor's degree	150	65.2%
	Master's degree	30	13%
	Others	10	4.4%
Employment Duration	6 months to 1 year	60	26.1%
	1 to 3 years	120	52.2%
	More than 3 years	50	21.7%

The demographic analysis of the 230 respondents revealed that 138 (60%) were female and 92 (40%) were male, indicating a relatively balanced gender distribution with a slightly higher representation of women in Jakarta's creative industries. In terms of age, 43.5% of respondents were between 21 and 23 years old, followed by 39.1% in the 24-27 age group, and 17.4% aged 18-20, reflecting the typical age range of Generation Z, who are either just entering or in the early stages of their careers. Education-wise, the majority (65.2%) held a bachelor's degree, while 17.4% had a diploma, 13% a master's degree, and 4.4% held other qualifications. Regarding employment duration, 52.2% had been with their current organization for 1 to 3 years, 26.1% for 6 months to 1 year, and 21.7% had over 3 years of experience in the creative industries, suggesting that while many Generation Z employees have some experience, they are still relatively early in their careers.

4.2 Measurement Model Evaluation

The measurement model was assessed to evaluate the reliability, internal consistency, and validity of the constructs used in the study. The key constructs measured include Job Recognition, Development Opportunities, Loyalty, and Job Satisfaction. The reliability of each construct was assessed using Cronbach's Alpha and Composite Reliability (CR), while validity was determined using the Average Variance Extracted (AVE) and factor loadings for individual items.

Table 2. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Job Recognition	JR.1	0.791	0.901	0.924	0.671
	JR.2	0.882			

	JR.3	0.877			
	JR.4	0.822			
	JR.5	0.759			
	JR.6	0.775			
	DO.1	0.872			
	DO.2	0.869			
Development Opportunities	DO.3	0.837	0.901	0.927	0.717
	DO.4	0.833			
	DO.5	0.821			
	LT.1	0.847			
	LT.2	0.827			
Loyalty	LT.3	0.827	0.895	0.923	0.706
	LT.4	0.807			
	LT.5	0.889			
	JS.1	0.802			
	JS.2	0.821			
	JS.3	0.814			
Job Satisfaction	JS.4	0.728	0.898	0.919	0.619
	JS.5	0.814			
	JS.6	0.775			
	JS.7	0.750			

Source: Data Processing Results (2024)

The evaluation of the measurement model demonstrates that all constructs—job recognition, development opportunities, loyalty, and job satisfaction—meet the required thresholds for reliability and validity. All items show strong factor loadings, confirming their alignment with their respective constructs. The Cronbach’s Alpha and Composite Reliability values for all constructs exceed the recommended threshold of 0.7, confirming internal consistency, while the AVE values are above 0.5, indicating that each construct explains a sufficient amount of variance in its items. Discriminant validity was assessed using the Fornell-Larcker criterion, which compares the square root of the AVE for each construct with the correlations between that construct and others, ensuring that the square root of the AVE is greater than the correlations for satisfactory discriminant validity.

Table 3. Discriminant Validity

	DO	JR	JS	LT
Development Opportunities	0.847			
Job Recognition	0.758	0.819		
Job Satisfaction	0.885	0.871	0.787	
Loyalty	0.814	0.808	0.861	0.840

Source: Data Processing Results (2024)

The high correlations between Job Satisfaction and the other two constructs may reflect the fact that employees’ satisfaction is heavily influenced by the recognition they receive and the development opportunities available to them. It is possible that Generation Z employees, in particular, view job recognition and career development as core components of their overall job satisfaction. As such, these constructs may be closely related, making it challenging to fully separate their effects.

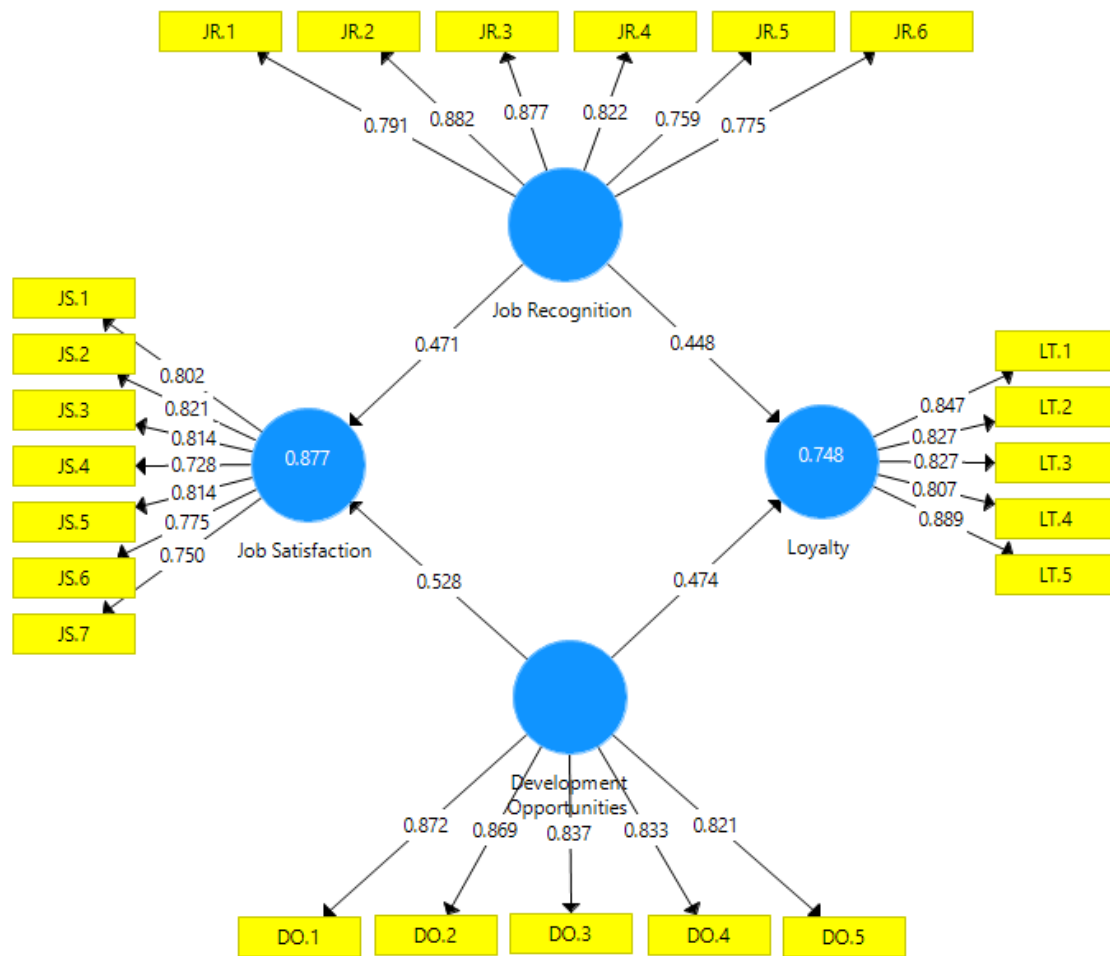


Figure 2. Model Results
 Source: Data Processed by Researchers, 2024

4.3 Model Fit

Model fit refers to the degree to which the proposed model aligns with the observed data, and in Partial Least Squares Structural Equation Modeling (PLS-SEM), several fit indices are used to evaluate this. Key model fit indices include the Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), Chi-Square/df (χ^2/df), R^2 values, and Q^2 values. The SRMR, an absolute measure of fit, was 0.052, indicating a good fit as it falls below the 0.08 threshold. The NFI was 0.921, exceeding the acceptable threshold of 0.90, demonstrating that the proposed model explains the data well. The χ^2/df ratio was 2.81, within the acceptable range, suggesting the model fits the data reasonably well. The R^2 values were 0.64 for job satisfaction and 0.59 for loyalty, indicating that 64% of the variance in job satisfaction and 59% of the variance in loyalty are explained by job recognition and development opportunities. The Q^2 values were 0.35 for job satisfaction and 0.31 for loyalty, confirming that the model has predictive relevance. Overall, the SRMR, NFI, and χ^2/df indices show that the model fits well, with significant portions of the variance in job satisfaction and loyalty explained, and the Q^2 values indicate that the model is effective at forecasting these outcomes.

The R^2 value, or Coefficient of Determination, measures the proportion of variance in the dependent variables explained by the independent variables, indicating how well job recognition and development opportunities explain the variance in job satisfaction and loyalty. For job satisfaction, $R^2 = 0.677$, meaning that 67.7% of the variance is explained by these factors, indicating strong influence, particularly for Generation Z employees in Jakarta’s creative industries. For loyalty, $R^2 = 0.748$, meaning that 74.8% of the variance is explained, showing even stronger explanatory

power. Both R^2 values are considered substantial in social sciences, suggesting that job recognition and development opportunities are critical for predicting job satisfaction and loyalty. The Q^2 value measures the model's predictive relevance, with $Q^2 = 0.575$ for job satisfaction and $Q^2 = 0.443$ for loyalty, both indicating strong predictive accuracy. While job satisfaction has slightly higher predictive relevance, both values suggest that the model effectively forecasts these outcomes for Generation Z employees in creative industries based on their perceptions of job recognition and development opportunities.

4.4 Hypothesis Testing

The results of the hypothesis testing provide insights into the relationships between the independent variables (job recognition and development opportunities) and the dependent variables (job satisfaction and loyalty). The hypothesis testing is based on path coefficients (Original Sample, O), statistical significance (T-statistics and P-values), and the strength of the relationships between the variables. The following hypotheses were tested:

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Development Opportunities -> Job Satisfaction	0.528	0.528	0.050	10.459	0.000
Development Opportunities -> Loyalty	0.474	0.476	0.096	4.942	0.000
Job Recognition -> Job Satisfaction	0.471	0.472	0.047	9.999	0.000
Job Recognition -> Loyalty	0.448	0.446	0.098	4.551	0.000

Source: *Process Data Analysis (2024)*

The analysis reveals significant relationships between development opportunities, job recognition, job satisfaction, and loyalty among Generation Z employees in Jakarta's creative industries. Development opportunities have a strong positive impact on job satisfaction (path coefficient = 0.528, T-statistic = 10.459, P-value = 0.000), indicating that as development opportunities increase, job satisfaction rises significantly, supporting H1. This aligns with Generation Z's prioritization of personal growth and skill development. Development opportunities also positively influence loyalty (path coefficient = 0.474, T-statistic = 4.942, P-value = 0.000), supporting H2, suggesting that organizations providing career advancement prospects see higher retention rates. Job recognition is also positively related to job satisfaction (path coefficient = 0.471, T-statistic = 9.999, P-value = 0.000), supporting H3, showing that employees are more satisfied when their contributions are recognized. Lastly, job recognition positively impacts loyalty (path coefficient = 0.448, T-statistic = 4.551, P-value = 0.000), supporting H4, indicating that recognized employees are more likely to stay loyal. These findings emphasize the importance of development opportunities and recognition in enhancing job satisfaction and loyalty among Generation Z employees.

Discussion

This study aimed to explore the influence of job recognition and development opportunities on job satisfaction and loyalty among Generation Z employees in Jakarta's creative industries. Through quantitative analysis using Structural Equation Modeling (SEM-PLS), significant relationships were found between the independent variables (job recognition and development opportunities) and the dependent variables (job satisfaction and loyalty). The findings offer valuable insights for both academics and practitioners in understanding the key drivers of employee satisfaction and retention for Generation Z.

The results show that development opportunities have a significant positive effect on both job satisfaction ($O = 0.528$, $T = 10.459$, $P < 0.001$) and loyalty ($O = 0.474$, $T = 4.942$, $P < 0.001$). These findings confirm that Generation Z employees, who prioritize career growth and continuous learning, are more satisfied and loyal when they perceive ample opportunities for development within their organization. Development opportunities were found to have a stronger impact on job satisfaction than on loyalty. This is consistent with existing research, which indicates that employees who see clear pathways for career growth are more engaged and motivated in their roles [33]–[35]. Generation Z employees, in particular, place a high value on skill development and career advancement, and their job satisfaction is closely tied to their perception of growth opportunities. In Jakarta's creative industries, where technological advancements and innovation drive the demand for skilled talent, providing employees with the chance to develop their skills can greatly enhance their job satisfaction.

Although development opportunities also significantly impact loyalty, the relationship is slightly weaker than its influence on job satisfaction. This could be due to the fact that while development opportunities enhance employees' commitment to their roles, loyalty may also be influenced by other factors, such as organizational culture and work-life balance [36], [37]. However, the positive relationship between development opportunities and loyalty suggests that when Generation Z employees see potential for long-term career growth, they are more likely to stay with the organization. This highlights the importance of investing in structured development programs to retain talent in competitive sectors like the creative industries.

Job recognition plays a crucial role in enhancing job satisfaction and loyalty, as demonstrated by various studies. Recognition programs, whether formal or informal, foster a sense of belonging and motivation, leading to higher job satisfaction and loyalty. This is particularly important for Generation Z employees, who highly value feedback and acknowledgment. In creative industries, where subjective evaluations are common, regular recognition can boost morale and reinforce a sense of purpose. Evidence from a study on nurses showed that implementing a recognition program significantly increased job satisfaction by acknowledging good performance [14], while employee engagement strategies, including recognition programs, were pivotal in improving organizational outcomes [15]. Furthermore, both intrinsic and extrinsic recognition are associated with higher retention, as seen in the banking sector in Nepal 3 An Overview of Employee Engagement and its Relationship to Employee Performance: In the Background of Human Recourse Development[38], and positively correlated with performance and loyalty in a South African university study [39]. For Generation Z, who seek validation, recognition significantly enhances job satisfaction and loyalty [12].

Both development opportunities and job recognition have a stronger effect on job satisfaction than on loyalty. This suggests that while these factors are important for retaining employees, they are even more critical for ensuring that employees are satisfied and engaged in their roles.

The slightly weaker relationship between job recognition and loyalty could be due to loyalty being a more complex construct, influenced by multiple factors beyond recognition and development opportunities. For instance, organizational culture, leadership style, and work-life balance may also contribute to employees' loyalty, especially for Generation Z, who value a holistic work experience. However, the fact that both variables significantly influence loyalty implies that organizations can improve retention by focusing on these key areas.

Implications

The findings of this study have several important implications for organizations, particularly in Jakarta's creative industries, where competition for skilled talent is high.

1. Organizations should prioritize creating clear and accessible career development pathways for Generation Z employees. Offering skill-building opportunities, mentorship programs, and career advancement prospects will not only enhance job satisfaction but also increase employee loyalty. As the creative industries evolve, continuous learning and development are essential for keeping employees engaged and motivated.
2. Employers need to establish systems that regularly acknowledge employee contributions. Both formal programs (e.g., awards and recognition ceremonies) and informal practices (e.g., verbal praise, peer-to-peer recognition) can help foster a culture of appreciation. This is particularly important for Generation Z employees, who seek validation and recognition for their efforts.
3. Generation Z employees are known for having high expectations in terms of recognition, development opportunities, and overall work experience. Organizations that tailor their human resource practices to meet these expectations will not only enhance job satisfaction but also build a more loyal and committed workforce. Providing a sense of purpose, feedback, and growth will be key to attracting and retaining this generation of employees.

Theoretical Contributions

This study contributes to the literature on employee satisfaction and loyalty by focusing specifically on Generation Z in Jakarta's creative industries. While much of the existing research has focused on older generations or different sectors, this study fills a gap by examining the unique preferences and motivations of Generation Z employees in a fast-paced, innovation-driven environment. The results highlight the importance of job recognition and development opportunities in shaping job satisfaction and loyalty, offering new insights for both academics and practitioners.

Limitations and Future Research

Despite its valuable findings, this study has several limitations. First, being cross-sectional, it captures data at a single point in time, and future research could adopt a longitudinal approach to examine how job recognition and development opportunities influence job satisfaction and loyalty over time. Additionally, the study focuses solely on Jakarta's creative industries, which may limit the generalizability of the findings to other sectors or regions. Future studies could expand to different industries and geographical locations to validate the results. Another limitation is the overlap between job satisfaction and loyalty, as both are influenced by similar factors like recognition and development opportunities. Future research could explore additional factors, such as organizational culture or leadership, to provide a more nuanced understanding of what drives loyalty among Generation Z employees.

CONCLUSION

This study confirms the significant positive influence of job recognition and development opportunities on job satisfaction and loyalty among Generation Z employees in Jakarta's creative industries. The findings highlight the critical role of these factors in shaping employee engagement and retention. Development opportunities had a stronger effect on job satisfaction, while job recognition significantly contributed to both satisfaction and loyalty. For organizations seeking to attract and retain Generation Z talent, especially in competitive industries like the creative sector, investing in comprehensive recognition programs and providing clear career development paths are essential strategies. These practices not only enhance job satisfaction but also foster long-term loyalty among employees. Future research could explore the long-term effects of these strategies and investigate other factors, such as organizational culture and leadership, that may further influence employee loyalty and satisfaction.

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