

ABSTRACT

Context - The rapid integration of Generation Z into the workforce necessitates organizations in the energy sector to revisit their strategies for employee engagement. This study focuses on PT TJB Power Services, a private energy company, to explore key factors influencing employee engagement among Generation Z employees.

Purpose - The primary purpose is to identify actionable strategies to enhance engagement, thereby reducing turnover intentions.

Methods - Employing a qualitative approach grounded in phenomenological methodology, the research involved in-depth interviews with ten Generation Z employees, each having experience across at least two organizations. Five critical factors—remuneration, work-life balance, leadership, training and development, and organizational culture—were examined, alongside emerging factors like the alignment between job roles and educational background.

Findings - Findings reveal that organizational culture emerges as the most critical determinant of engagement, underscoring the value of inclusivity, alignment with personal values, and supportive communication. Remuneration and training follow as essential, though secondary, factors. Interestingly, while work-life balance and leadership were recognized, their impact was perceived as more situational or subjective. The study also highlights the importance of job-role alignment with academic background as a potential driver for long-term satisfaction and retention.

Significance - This research contributes to the understanding of Generation Z's workplace expectations, offering practical recommendations for creating engaging environments. By prioritizing organizational culture and aligning policies with these insights, organizations in the energy sector can foster deeper employee commitment, paving the way for sustainable workforce development.

Keywords: *generation Z, employee engagement, qualitative research, phenomenological methodology, organizational culture, work-life balance, leadership, training and development, remuneration*