

## Systematic Literature Review (Slr) Based On Prism Analysis: The Effect Of Work Motivation And Work Discipline On Employee Performance In Generation Z Through Job Satisfaction Mediation

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### ABSTRACT

*This study aims to analyze the influence of work motivation and work discipline on the performance of Generation Z employees with job satisfaction as the mediator. This study uses a PRISMA-based Systematic Literature Review (SLR) approach and bibliometric analysis using VOSviewer. This study was conducted by searching for articles. scientific indexed Scopus period 2020–2026 use keywords performance employee, motivation Work, discipline Work, job satisfaction, in Generation Z. The article selection process is carried out systematically through stages identification, screening, eligibility, And included according to the PRISMA protocol. The search results indicate that research related to this variable has increased significantly in recent years, particularly in the 2023-2025 period. Bibliometric visualizations demonstrate a strong relationship between work motivation, work discipline, and job satisfaction in shaping the performance of Generation Z employees. The study findings indicate that motivation Work And discipline Work in a way Consistently has a positive influence on employee performance, both directly and indirectly through job satisfaction as a mediating variable. Other findings show that work motivation and discipline Work influential in a way direct to performance employees. This research provides theoretical contributions to the development of literature management source Power man as well as implications practical for organizations in designing HR management strategies that are appropriate to the characteristics of Generation Z.*

## INTRODUCTION

Human resources are a crucial element in influencing the success of an institution in achieving its goals. organization. The employees are required to can demonstrate excellent performance so that the institution is able to progress and survive in the increasingly complex competitive work environment. One approach that can taken institutions For increase performance employee namely past strengthening work enthusiasm and implementation of structured work procedures (Savitri et al. 2021).

The transformation of the digital era has made the current work environment start to be dominated by the Generation Z, that is people Which born on period 1997-2012. Group age This known as natives digital Which fast adapt self to development technology, filled with ideas new, as well as give mark to freedom Work And equilibrium of life personal And profession. However, characteristic features the Also cause issue for institutions considering that Gen Z mostly has great anticipation regarding the work climate, requires a fast response, and have loyalty to work relative low. Most workers who do not feel job satisfaction show decreased morale And interesting self from climate work, Good in a way real and in a way mental (Astria, 2018). On the other hand, strong work motivation can encourage workers to work hard. in a way more maximum in reach target institutions (Ekhsan, 2019). By Because that, institution must think about aspect motivation as Wrong One method For improve performance

employee.

In side motivation, discipline Work Also is aspect fundamental in Supporting employee productivity. Work discipline reflects employee compliance with applicable regulations and work standards within an institution. Nawangsari and Mulyanto (2018) stated that good work discipline can create a positive work climate and support improved employee performance (Herusantoso & Yubilianto 2023).

Priority Group as an institution engaged in the education and training sector faces issues in maintaining the performance standards of Generation Z employees. Based on the 2025 performance assessment information, no employee has yet obtained the highest score. range mark 96-100. Besides That, level non-compliance time arrival employee is still quite high, thus indicating low work discipline in the institutional environment (Alalwan 2018).

This situation indicates that motivation and work discipline are fundamental aspects that institutions must pay attention to in improving employee performance. job satisfaction considered own funkdi significant as variables mediation Which capable

strengthen relation between motivation And discipline Work to performance employee. Employee Those who have job satisfaction are mostly more loyal, highly productive, and able to provide optimal benefits to the institution.

This study aims to examine the influence of motivation and work discipline on performance. employee Generation Z in Priority Group through mediation job satisfaction . Not only In addition, this study also aims to understand the influence of motivation on job satisfaction , the influence of work discipline on job satisfaction , and the influence of job satisfaction on performance. employee. Study This Also held For study influence direct motivation and work discipline on the performance of Generation Z employees at Priority Group. Next, this study aim For understand job satisfaction in mediate influence motivation And work discipline on the performance of Generation Z employees at Priority Group (Foziljonov et al. 2025)

## **METHOD STUDY**

### **Design Study**

This study uses the Systematic Literature Review (SLR) method combined with bibliometric analysis to examine the influence of motivation and work discipline on the performance of Generation Z employees with job satisfaction as the mediator. A systematic approach literature review used For identify, evaluate, And synthesize the results study previously in a way systematic, transparent, And structured (Wati & Widodo 2022). Meanwhile, bibliometric analysis is used to map research developments, patterns connection between variables, trend publication, publication between country, as well as relatedness say Key findings in the research topic (Donthu et al. 2021). This study adopted the PRISMA framework to ensure the article selection process was objective and replicable. Bibliometric analysis was conducted using VOSviewer software to visualize research networks, including keyword co-occurrence, citation networks, and cluster analysis. The combination of systematic review and bibliometric analysis helped researchers understand the development of research on motivation, work discipline, job satisfaction, and employee performance of Generation Z more comprehensively (Kim 2025).

### **Search Strategy**

The article search was conducted between January and March 2026 through several international scientific databases, including Scopus. The search used a combination of keywords, including: “employee performance”, “work motivation”, “work discipline”, “job satisfaction”. The article search is limited to:

1. Year 2020 publication - 2026
2. Article speaking Indonesia And English

3. Article scientific journals
4. Article full text that accessible

Besides That, researchers Also use technique backward citation For find additional relevant articles from the bibliography of previous research.

### **Criteria Inclusion and Exclusion**

Inclusion and exclusion criteria were used to ensure the selected articles were relevant and of high quality. These are as follows:

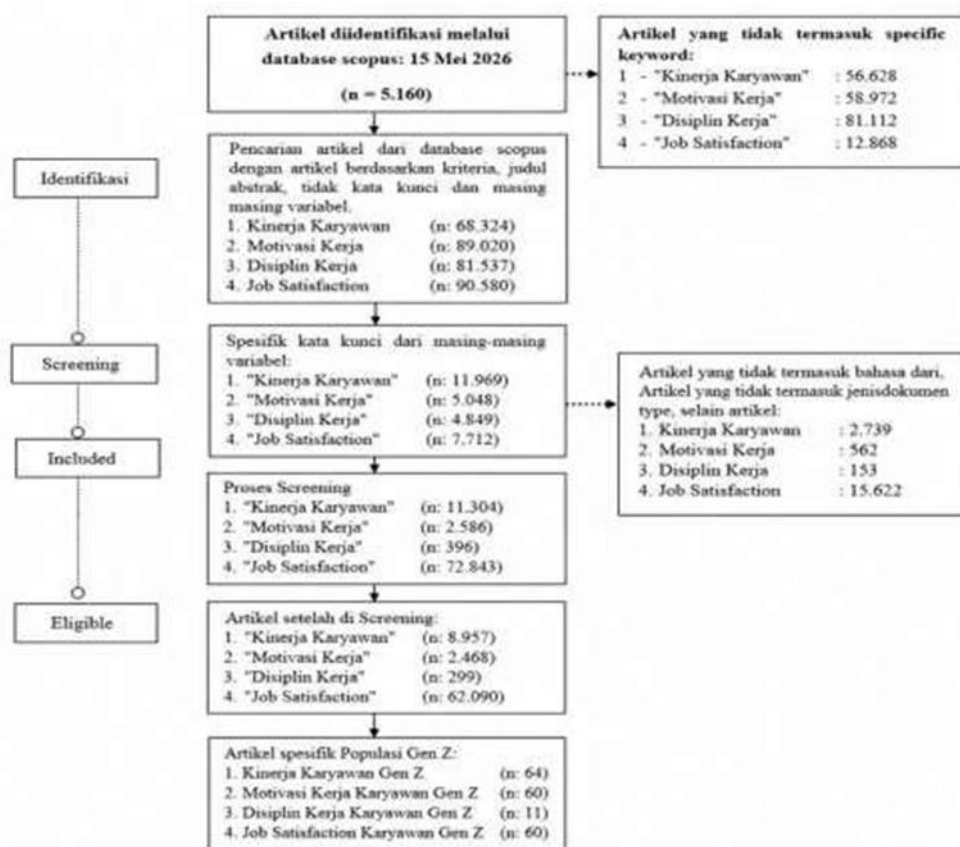
#### **Criteria :**

1. The article discusses motivation, work discipline, job satisfaction, and performance. employees in generation Z.
2. Article published on journal scientific reputable.
3. Article published on year 2020– 2026.
4. Article available in form full text.
5. Study use the method that clear and measurable.

#### **Exclusion Criteria**

1. Article in the form of opinion, editorial, or conceptual paper.
2. Article No discuss employee performance .
3. Article duplicate.
4. Article with method study Which No clear.
5. Article who does not have complete data.

#### **Process Selection Article Use PRISM**



Picture 1. Diagram PRISM - Systematic Literature Review

Based on diagram PRISM Which has made, process selection article done gradually starting from identification to articles that are suitable for use in research (Theodorakopoulos & Theodoropoulou 2024).

In the first stage, namely Identification, the researcher conducted an article search through the Scopus database on May 15, 2026. The search process was carried out based on the main keywords related to the research variables, namely employee performance , work motivation , work discipline , and job satisfaction . The initial search results showed a very large number of articles, namely 68,324 articles for the keyword "Employee Performance", 89,020 article For "Motivation Work", 81,537 article For "Discipline Work", And

90,580 articles for “Job Satisfaction.” This number indicates that research on these variables has a very broad scope in the international literature (Ie et al. 2026).

Furthermore, researchers do filtering beginning to article Which No including specific keywords. At this stage, a number of articles are eliminated because they do not specifically match with focus study. For example, there is 56,628 article Which No relevant on keywords

"Performance Employee", 58,972 article on "Motivation Work", 81,112 article on "Work Discipline", And 12,868 article on "Job Satisfaction". Stages This aim For narrowing the scope of research to focus more on relevant themes (Foziljonov et al. 2025).

Stage next is Screening, that is process selection article based on word specifications key Which more directed. After done filtering based on relevance say key, number article reduce in a way significant become 11,969 article For "Performance Employee",

5,048 articles for "Work Motivation," 4,849 articles for "Work Discipline," and 7,712 articles for "Job Satisfaction." This decrease in the number of articles indicates that the screening process was successful. identify article Which more relevant with topic study (Son Khunin & Al-Nsour 2024).

On stage screening advanced, researchers exclude article Which No using specific language and articles that are not included in the main types of scientific documents, such as conference papers paper, editorial, note, or book chapter. After process exclusion done, The number of articles decreased again to 11,304 articles for "Employee Performance", 2,586 articles for "Work Motivation", 396 articles for "Work Discipline", and 72,843 articles for "Job Satisfaction".

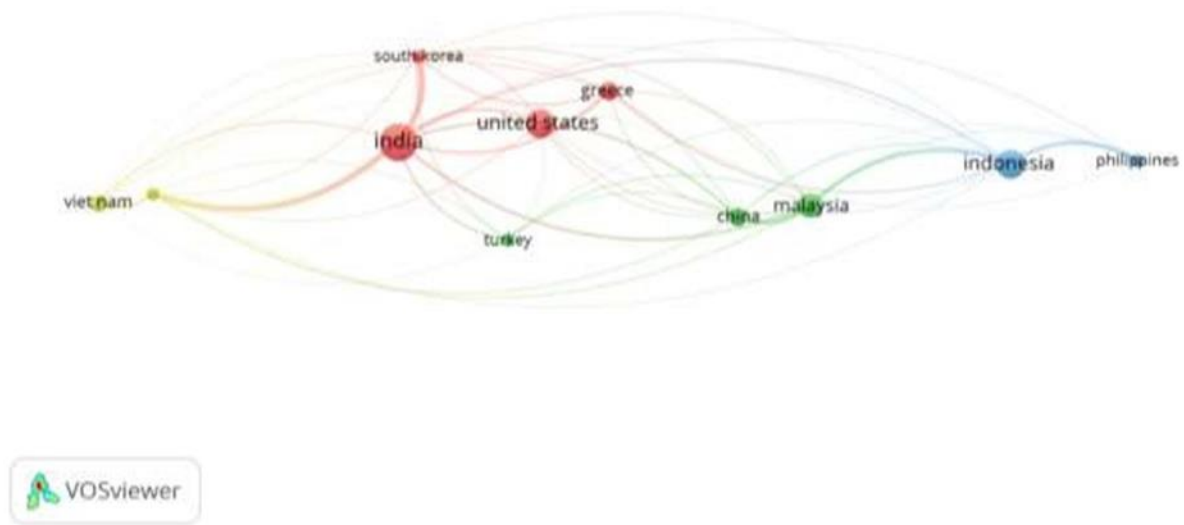
The next stage is Eligible, which is the process of assessing the suitability of an article based on content, relevance, abstract, objective study, as well as suitability with focus research. After stage This done, article Which stated pass screening become 8,957 article for "Performance Employee", 2,468 article For "Motivation Work", 299 article For "Discipline Job", and 62,090 articles for "Job Satisfaction".

In the final stage, researchers conducted a special screening of articles that focused on the Generation Z population. The final results showed that articles that were truly relevant to the Gen Z population consisted of 64 articles for "Gen Z Employee Performance", 60 articles for "Gen Z Employee Work Motivation", 11 articles for "Gen Z Employee Work Discipline", and 60 articles for "Gen Z Employee Job Satisfaction".

Overall, the PRISMA diagram shows that the article selection process was carried out systematically, structured, and transparently. This diagram also shows that although amount article beginning very big, only part small the article that truly relevant with focus study about employee Generation Z (Son Khunin & Al-Nsour 2024). This indicates that research related to work motivation, work discipline, job satisfaction, And performance employee Gene Z Still Enough specific And Keep going developed in modern human resource management studies.

## **RESULTS AND DISCUSSION**

### **Analysis Collaboration Between Country (Country Co-authorship Analysis)**



Picture 2. Visualization Vosviewer Collaboration Between countries

Picture visualization bibliometrics use VOSviewer the show a map of inter-country relationships ( country co-authorship/network visualization ) in research on work motivation, work discipline, job satisfaction, and the performance of Generation Z employees. This visualization illustrates the level of connectedness, collaboration, and contribution of each country in the development of research on this topic (Taibah & Ho 2023).

Based on the visualization results, it appears that some countries have larger node sizes than others, such as India, the United States, Malaysia, and Indonesia. Larger node sizes indicate that these countries have a higher number of publications or research contributions on research topics related to employee performance and Generation Z (Herusantoso & Yubilianto 2023).

India appears to be one of the most dominant research centers because it has node big And Lots line connection with country other. Matter This show that India own contribution study Which Enough tall as well as active do international research collaboration on work motivation, work discipline, job satisfaction, and employee performance. Condition This show that issue about performance employee Generation Z becomes attention important in study source Power man in India (Fauziah et al. 2020).

In addition to India, the United States also has strong connections with several other countries, including Malaysia, Greece, South Korea, and Indonesia. The numerous connections demonstrate the collaborative research and citations between these countries in developing studies on Generation Z work behavior and human resource management.

In the green cluster, Malaysia and China are visible, indicating the presence of connection study Which Enough tightly. Malaysia become Wrong One country Which active

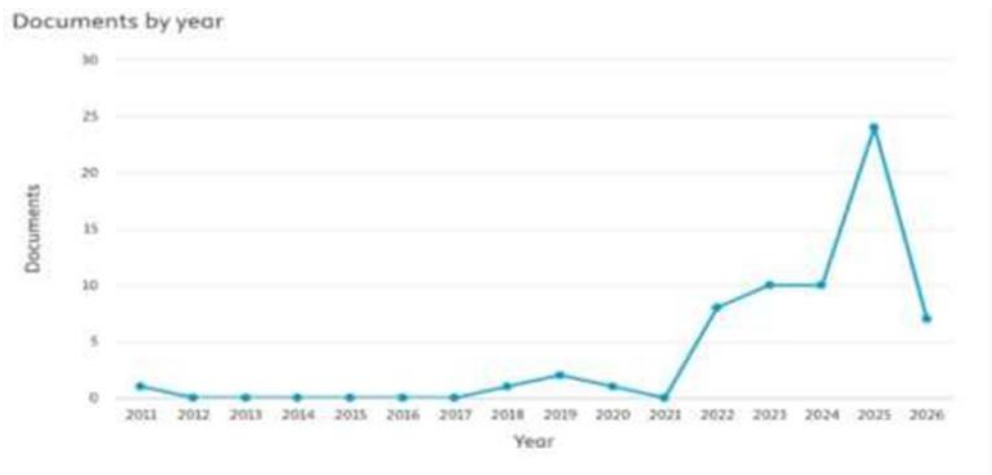
In study about job satisfaction And employee performance, especially in the modern work environment and digital transformation related to Generation Z. Meanwhile That, on cluster colored blue seen that Indonesia own connection study Which Enough strong with Philippines And Malaysia. Matter This show that research related motivation Work, discipline Work, And job satisfaction on Generation Z began to develop in the Southeast Asian region, especially Indonesia. The size of Indonesia's nodes also shows that study about Generation Z in Indonesia start experience improvement in a number of year final. Visualization the Also show the existence of other countries such as:

1. South Korea,
2. Greece,
3. Turkey,
4. Vietnamese,
5. Philippines,

The country contributes to research development, despite having a small number of publication Which more A little compared to country main. Besides size node, The thickness of the connecting lines between countries indicates the strength of the research relationship or collaboration. The thicker the line, the stronger the research relationship between the countries. the. In visualization This seen connection Which Enough strong from various countries. Overall, the results of the bibliometric analysis by country indicate that research on work motivation, work discipline, job satisfaction, and the performance of Generation Z employees is developing quite rapidly in Asia and the Americas. Countries such as India, United States, Malaysia, and Indonesia shows that issues related to Generation Z And performance employee become attention global along with change pattern Work modern, digitalization, and the development of the characteristics of the new generation of workforce.

### **Analysis Development Publication Based on Year**

To determine the development of research on the influence of motivation and work discipline on the performance of Generation Z employees through the mediation of job satisfaction , researchers conducted an analysis of the number of publications by year ( Mubarok & Sopiah 2023). This analysis aims to observe research development trends and determine the relevance of the research. improvement interest academics to topic Which investigated from year to year. Publication data is obtained through the Scopus database and then visualized in the form of an annual publication trend graph.



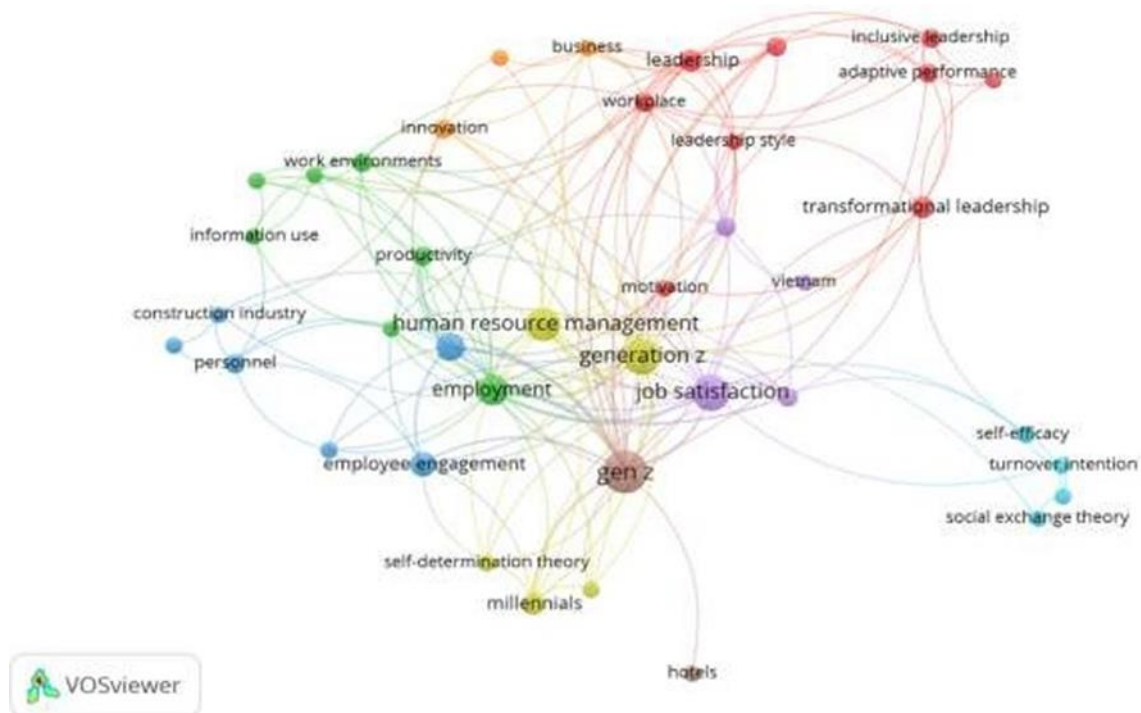
Picture 3. Development Publication Based on Year

year-by-year graph , research on work motivation, work discipline, job satisfaction, and the performance of Generation Z employees has increased in recent years. In the 2011–2020 period, the number of publications remained relatively low and tended to remain stable. This indicates that research about Generation Z in field management source Power man Not yet received a lot of attention from researchers during that period (Kumar et al. 2016).

However, starting in 2022, there has been a significant increase in the number of publications. This Keep going ongoing until reach the peak on year 2025 with This represents the highest number of publications compared to previous years. This situation indicates that the topic of Generation Z and employee performance is beginning to develop and become a significant focus in modern human resource research (Foziljonov et al. 2025).

The increase in the number of publications is influenced by changes in work patterns due to the development of digital technology, the increasing dominance of Generation Z in the workforce, and the importance of understanding the factors that influence the performance and job satisfaction of this generation. Furthermore, issues regarding work motivation, work discipline, and job satisfaction are becoming increasingly relevant due to the characteristics of Generation Z, who have different work preferences than previous generations (Fauziah et al. 2020). Meanwhile, by 2026, the number of publication seen experience decline. Will but, decline the This is likely due to the fact that the publication and indexing process for articles in 2026 is still ongoing, so that the research data has not been fully input into the Scopus database.

### **Analysis Relatedness Variables And Mapping Research Theory**



Picture 4. Relatedness And Mapping Variables Study

Based on map the, can seen that study about Generation Z has been extensively studied in the context of human resource management. This is evident from the central position of the keywords "human resource management" and "generation Z," which are closely related to other variables. This indicates that Gen Z is a major concern. important in world Work modern, especially related How organization managing, motivating, and retaining a new generation workforce.

This visualization also shows the relationship between Gen Z and job satisfaction and motivation. This means that many studies highlight job satisfaction and motivation as important factors in improving the performance and loyalty of Generation Z employees. The close relationship between these variables suggests that job satisfaction is a significant issue in managing a young workforce in organizations.

On the other hand, the keywords employee engagement, productivity, and work environments also appear, indicating that the research also addresses employee involvement and the work environment. This suggests that a comfortable, flexible, and productive work environment is one of the factors influencing Generation Z's engagement with the company. Furthermore, there is a cluster discussing turnover intention, self-efficacy, and social exchange theory. This cluster illustrates the research's focus on Generation Z's tendency to change jobs and the psychological factors that influence it. Research in this cluster generally

addresses how trust self, connection social in place Work, And treatment organization can influence employees' intentions to stay or leave the company.

Overall, the VOSviewer visualization shows that current research on Generation Z is dominated by discussions of leadership, job satisfaction, motivation, employee engagement, and turnover intention within the context of human resource management. The interconnectedness of these keywords demonstrates that these variables are strongly linked in explaining the behavior and characteristics of Generation Z in the modern workplace.

**Distribution Publication Temporal**

The temporal distribution pattern of publications indicates that research on the influence of work motivation and work discipline on the performance of Generation Z employees through the mediation of job satisfaction has experienced significant development in recent years. Based on the results of a search of articles in the Scopus database using the PRISMA approach, it was found that the research trend began to increase from 2022 and reached its peak in 2025. This condition indicates that the topics regarding Generation Z, work motivation, work discipline, and job satisfaction are becoming increasingly relevant issues in modern human resource management studies.

Table 1. Distribution Temporal Article Which Inclusive

Publication Year	Number of Articles	Percentage (%)	Information
2020	2	8.0%	Phase early research Generation Z
2021	1	4.0%	Publication still limited
2022	4	16.0%	Start there is an increase in research
2023	6	24.0%	Acceleration publication significant
2024	8	32.0%	Highest publication year
2025	3	12.0%	Study still developing
2026	1	4.0%	Early access / pre- publication
Total	25	100.0%	

Source: Analysis results bibliometrics study this (2026)

Based on the temporal distribution, it can be seen that the 2023–2025 period is the main growth phase of research with a contribution of 68% of the total included articles. Peak publication happen on year 2024 with amount 8 article (32%). Findings This shows that research related to work motivation, work discipline, job satisfaction, and performance employee Generation Z currently is at in phase growth stage or stage This rapid development. The increase in publications is influenced by the increasing dominance of Generation Z in the workforce and changes in modern work patterns resulting from the development of digital

technology and post-pandemic organizational transformation. Furthermore, companies are beginning to pay greater attention to the psychological factors and work behaviors of Generation Z, such as work motivation, job satisfaction, and employee engagement.

**Identification Thematic Cluster**

Based on the results of the VOSviewer analysis, there are several main thematic clusters that describe the focus of research in the literature.

Table 2. Cluster Thematic Based on Analysis Co-Emergence Say Key

No	Thematic Cluster	Say Key Representative	Amount	Focus Study
1	Motivation And Performance	motivation, performance, productivity, work motivation	7	Influence of motivation to performance
2	Job Satisfaction And Employee Engagement	job satisfaction, engagement, intention	6	Satisfaction Work And employee engagement
3	Leadership And Gene Z	transformational leadership, generation z, leadership style	5	Leadership on Generation Z
4	Discipline And Work	work discipline, work	4	Discipline And culture

Source: Analysis VOSviewer keywords co-occurrence, processed researcher (2026)

The results of cluster identification show that research on Generation Z is not only focus on motivation And performance, but Also develop on aspect satisfaction work, employee engagement, leadership, and modern work environment.

**Analysis Temporal Keywords**

Temporal analysis of the VOSviewer visualization shows the development of themes. study from time to time. Say key with color blue old show older research, while bright yellow indicates more recent research topics.

In the initial phase of the research, the dominant topics were employee performance , organizational behavior , And job satisfaction . However, on period 2022–2025 start appear say key New concepts such as Generation Z , employee engagement , transformational leadership , and turnover intention . This indicates a shift in research focus from simply measuring performance to studying the work behaviors and characteristics of the Generation Z workforce.

The emergence of keywords self-determination theory and social exchange theory in recent research shows that studies on Generation Z are starting to use psychological and organizational behavior approaches to explain the relationship between work motivation, job satisfaction, and employee performance (Hasibuan & Yusuf 2025).

### **Influence Motivation Work to Job Satisfaction**

The results of the systematic literature review show that work motivation has an influence positive And significant to job satisfaction. Part big study found that Generation Z employees who get an award, chance self-development, flexible work environment, and organizational support tend to have higher levels of satisfaction. Work Which more tall. Findings This support theory motivation Robbins And Judge (2018) who stated that work motivation can increase job satisfaction because individuals feel need And his hopes fulfilled in work (Dibyantoro et al. 2021).

### **Influence Motivation Work to Performance Employee**

The results of the literature review indicate that work motivation has a positive effect on the performance of Generation Z employees. Highly motivated employees tend to be more productive, have high work enthusiasm, and are able to achieve work targets optimally. Furthermore, intrinsic motivation appears to be more dominant than extrinsic motivation in Generation Z because this generation values self-development, work-life balance, and a supportive work environment more than mere financial compensation (Yang et al. 2024).

### **Influence Discipline Work to Performance Employee**

Part big study show that discipline Work own influence positive towards performance employee. Employee with level discipline tall tend capable Work more effectively, comply with organizational rules, and complete work on time. In the context of Generation Z, work discipline is a particular challenge because this generation prefers flexible work practices over overly rigid work systems (Ab Shatar et al. 2021). Therefore, companies need to build a disciplined work culture that remains adaptive to the characteristics of Generation Z.

### **Influence Job Satisfaction to Performance Employee**

Research results show that job satisfaction positively impacts employee performance. Employees who are satisfied with their jobs tend to have higher levels of loyalty, work engagement, and productivity. Conversely, low job satisfaction can increase turnover intentions among Generation Z, who are known to have a higher tendency to job-hop than previous generations (Pratama et al. 2025).

### **Role Mediation Job Satisfaction**

Results systematic literature review show that job satisfaction play a role as a mediating variable in the relationship between work motivation and work discipline on the performance of Generation Z employees. The findings indicate that work motivation and discipline not only directly affect performance, but also through increased job satisfaction. The higher the level of job satisfaction felt by employees, the greater the influence of work motivation and discipline on increasing performance. performance of Generation Z employees (Ie et al. 2026). Therefore, companies need to create a work environment that can increase motivation, build healthy work discipline, and maintain job satisfaction so that the performance of the Generation Z workforce can be optimal.

## CONCLUSION AND SUGGESTION

This study successfully identified and analyzed the development of literature regarding the influence of work motivation and work discipline on the performance of Generation Z employees with job satisfaction mediation through the Systematic Literature Review (SLR) approach and analysis. bibliometrics. Based on results selection article use method PRISM,

It was found that research on this topic has experienced quite significant development in recent years, especially after 2023.

The study results show that work motivation has a positive and significant influence on improving the performance of Generation Z employees. Highly motivated employees tend to demonstrate greater productivity, loyalty, and work engagement. Furthermore, work discipline has been shown to be a crucial factor in shaping the quality and effectiveness of employee performance. The higher the level of work discipline an employee possesses, the more optimal the achievement of organizational work targets.

This study also found that job satisfaction acts as a mediating variable that strengthens the relationship between work motivation and work discipline on employee performance. Satisfaction Work capable increase comfort, commitment, And Spirit The work of Generation Z employees, thus impacting overall work performance. Bibliometric findings using VOSviewer show that keywords such as human resource management, job satisfaction, transformational leadership, motivation, and generation z have a strong relationship and are dominant themes in recent research. Overall, this study confirms that organizations need to develop human resource management strategies that can increase work motivation. strengthen discipline Work, as well as create satisfaction Work for employee Generation Z. This approach is important to support the sustainability of organizational performance in the modern work era which is increasingly dynamic and competitive.

This research still has limitations, especially in the use of secondary data from article Which indexed Scopus And domination study with approach quantitative. Therefore, further

research is recommended to use primary data, expand the research database, and develop more specific empirical models according to industry characteristics and organizational culture.

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