

## GEN Z JOB SATISFACTION: LEADERSHIP, WORK COMMUNICATION, AND COLLECTIVISM EFFECTS

Arini Ulfa Mawaddah<sup>1</sup>

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

[Arini.121020469@ugj.ac.id](mailto:Arini.121020469@ugj.ac.id)

Linda<sup>2</sup>

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

[Linda.121020492@ugj.ac.id](mailto:Linda.121020492@ugj.ac.id)

Dedi Muhammad Siddiq<sup>3\*</sup>

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

[dedisiddiq@ugj.ac.id](mailto:dedisiddiq@ugj.ac.id) (corresponding author)

Tismazammi Mustofa<sup>4</sup>

University Teknologi MARA, Shah Alam, Selangor, Malaysia

[Tisma372@uitm.edu.my](mailto:Tisma372@uitm.edu.my)

Tho Alang<sup>5</sup>

Vietnam National University, Ho Chi Minh City, Vietnam

[alangtho@hcmiu.edu.vn](mailto:alangtho@hcmiu.edu.vn)



---

### Abstract

Job satisfaction plays a crucial role in professional settings, particularly as it reflects the effectiveness of individual performance and overall employee well-being. In the context of Generation Z employees working in large manufacturing industries, understanding the factors influencing job satisfaction is essential to improving productivity and retention. This study investigates the relationship between spiritual leadership style, work communication, and organizational collectivism with job satisfaction among Gen Z employees in Cirebon Regency. Specifically, it explores the moderating effect of organizational collectivism on the relationships between spiritual leadership and job satisfaction, and between work communication and job satisfaction. Data were collected through a questionnaire distributed to 200 respondents, with 181 valid responses analyzed using Moderated Regression Analysis (MRA) via SPSS. The findings reveal that both spiritual leadership and work communication significantly and positively affect job satisfaction. Furthermore, organizational collectivism strengthens these relationships, indicating its critical role in enhancing the impact of leadership and communication on job satisfaction. These insights can guide organizations in designing effective leadership and communication strategies while considering cultural dynamics to support Gen Z employee satisfaction.

**Keywords:** Spiritual Leadership, Work Communication, Job Satisfaction, Organizational Collectivism, Manufacturing Industry

## INTRODUCTION

Job satisfaction is a critical component of organizational success as it reflects not only individual performance but also overall workplace effectiveness and employee well-being. According to Aprilia et al. (2022), employee job satisfaction is a major concern, so an assessment of employee job satisfaction is carried out. This is indicated by interactions between leaders and employees, division of labor, and suitability of work schedules. A few factors that affect job satisfaction include spiritual leadership, internal work communication, and organizational collectivism applied within the company. Job satisfaction is also closely related to employee well-being and the match between expectations and the reality they receive from the workplace. According to Rumawas (2016), workplace attitudes explain that a positive work attitude makes job satisfaction greater. Factors such as spiritual leadership, internal communication, and organizational collectivism play important roles in shaping employee satisfaction. Job satisfaction is closely tied to employee motivation, perceived fairness, role clarity, and the congruence between personal expectations and workplace realities (Rohmadon & Prayekti, 2022). Budiarti et al. (2020) explained that job satisfaction is a supportive feeling within employees related to their work and conditions.

Job satisfaction is a feeling that arises when an employee feels that the benefits or benefits provided by the company match his expectations and needs. This includes basic needs such as the economic aspects needed to make ends meet. Mathis and Jackson (2006) added that job satisfaction is an emotional state that arises as a result of a person's evaluation of his or her experience at work. When the company is able to meet these needs optimally, employees tend to feel more satisfied and show higher loyalty to the organization (Simbolon et al., 2022).

The importance of managing job satisfaction has become more prominent after the entry of Generation Z into the workforce. from Generation Z, who grew up between 1997 and 2012 (Barhate & Dirani, 2022), is now one of the largest groups in the demographic structure of the workforce. Christiani and Ikasari (2020) Data shows that Generation Z is the largest group in Indonesia, with a total of around 74.93 million people or around 27.94% of the total population. As a digitally native generation, Gen Z employees bring different perspectives to the workplace, particularly in areas such as organizational hierarchy, communication styles, and work-life expectations (Mahapatra et al., 2022). In the context of a large-scale manufacturing industry, where production pressure and quality standards are daily demands, understanding the factors that influence Gen Z job satisfaction is very strategic to maintain employee productivity and retention.

However, most of the available literature studies still focus more on older generations, such as Gen X and Y, compared to Gen Z (Dimock, 2019). In fact, as a new generation that is pursuing a career, Gen Z has unique work values characteristics. Recent research shows that they have different views regarding the hierarchical structure of organizations, how to express themselves, diversity, the use of technology, and how to communicate work with superiors. This generation also highly values diversity and inclusion In the work area. Schroth (2019) demonstrated that 91% of Gen Z members believe that all people should be treated equally in the work environment. This confirms that companies must get a deeper comprehension of this generation's inclinations and aspirations in order to create an inclusive work environment and be able to maintain their engagement and job satisfaction on an ongoing.

This study aims to identify the extent to which spiritual leadership style and work communication influence job satisfaction in generation Z employees in a large-scale manufacturing industry environment. This study aims to examine the effects of spiritual leadership and work communication on job satisfaction among Gen Z employees working in large manufacturing firms, as well as examine how the effectiveness of internal organizational work communication contributes to the creation of job satisfaction. Furthermore, this study can pay attention to the role organizational collectivism as a moderator variable that can strengthen or weaken the relationship between spiritual leadership style and job satisfaction, as well as between work communication and job satisfaction. By integrating individual, organizational and cultural factors, it is anticipated that this study will offer a more complete understanding of the dynamics of job satisfaction in the context of the younger generation who now dominate the workforce.

In terms of theoretical contributions, this study enriches the field of human resource management by highlighting the role of spiritual leadership style, an approach that is still relatively under-researched compared to other conventional leadership styles, in improving job satisfaction. Furthermore, this study confirms the importance of the organizational work communication dimension as a key determinant in creating a satisfying work atmosphere, particularly in a collective work culture such as that prevalent in Indonesia. The role of organizational collectivism as a moderator variable is also an important contribution, as it can explain how internal organizational cultural values are able to strengthen the relationship between leadership and work communication factors with the end result of job satisfaction. Thus, this research builds a bridge between psychological, cultural, and work communication perspectives in modern organizational studies.

The real benefits resulting from this research lies in the potential applicability of the findings for practitioners and decision-makers in the field of organizational management. Firstly, the results of this investigation can be used as a reference in the development of leadership styles that are rooted in spiritual values, in order to enhance psychological well-being and employee engagement. Secondly, the results provide insight into the importance of open, two-way and constructive work communication as a fundamental element in creating a healthy and fulfilling work environment. Thirdly, this study underscores the need for organizational strategies that emphasize collectivist values to build team solidarity, strengthen social bonds among employees, and promote overall job satisfaction. Therefore, this research is expected to be an important reference for organizations in designing policies and work cultures that are adaptive to the characteristics of generation Z.

## **REVIEW OF LITERATURE**

### **Spiritual Leadership and its Effect on Job Satisfaction**

Spiritual leadership is a leadership approach that emphasizes transcendental values, ethics, and a deep emotional connection between leaders and organizational members. According to Syadza, Setiono, Afifah, Sutarman, and Chandra (2021), spiritual leadership emphasizes the close relationship between leaders and their subordinates, where high trust and involvement in the work context are created. Meanwhile, Rohmadon (2022) defines spiritual leadership as the values, attitudes, and actions of a leader in motivating himself and others through the concepts of calling (a sense of belonging to the work) and *membership* (a sense of being valued and understood). This approach aims to create the spiritual well-being

of the individuals being led, by making God the supreme leader who inspires, guides, and raises moral awareness through good examples and teachings.

Furthermore, spiritual leadership not only focuses on developing the personal character of a leader, but also on its impact on the psychological and emotional well-being of team members. Leaders who embed divine values in the organizational culture, serve with love, and set an example will be equipped to build a more positive and supportive work environment. In this context, spiritual leadership style is seen as an effective approach to increase job satisfaction that reflects how a person feels about their work, as it fulfills the needs of meaning, appreciation, and emotional connection at work Rivaldo and Yandra (2020).

Puspitasari (2019) mentioned if spiritual leadership reflects a form of leadership style rooted in religious values, which is able to inspire, motivate, and influence others through example, service, and compassion. Similar findings were also obtained from Rahmawaty's (2016) research, which showed that spiritual leadership has a **positive influence on job satisfaction**. This suggests that when leaders carry out their roles based on spiritual values, employees feel more valued, understood, and motivated, which ultimately increases their overall job satisfaction. Based on this description, the hypotheses proposed in this study are: *H1: Spiritual leadership style is hypothesized to have a positive and significant effect on job satisfaction of Gen-Z employees.*

### **Work communication and its effect on job satisfaction**

Work communication is a fundamental aspect in organizations that not only concerns work communication experts, but also the general public. According to Yasir (2020), work communication is a topic that is often discussed and has a variety of meanings, because it occurs in various contexts, both between superiors and subordinates and among coworkers. Good interactions among employees are very important to support smooth operations, increase work effectiveness, and make a positive contribution to individual and team performance. In an organizational context, work communication is not just the delivery of information, but also a strategic tool to unify the vision and strengthen coordination between departments.

Apart from spiritual leadership, work communication is also a crucial element in maintaining organizational effectiveness. Nugroho et al. (2021) emphasized that no matter how good the policies made by superiors, without effective work communication, the implementation of these policies will not run optimally and can even reduce employee motivation. Dewidianto, Manalullaili and Ningsih (2024) said that work communication in organizations includes the process of conveying information, ideas, and ideas between individuals and groups, which allows each employee to understand their duties and responsibilities accurately and thoroughly.

Saputra and Adnyani (2018) stated that work communication in the company is the main key to achieving organizational goals. Through good work communication, relationships between individuals in the organization can be closely established, both in the form of orders, suggestions, opinions, and constructive criticism. Work communication creates space for productive dialogue and collaboration, and encourages the creation of an open and participatory work culture.

Effective work communication is Found to have a strong impact on employee job satisfaction. Carriere (2009) asserted that well-established work communication between

superiors and subordinates can generate employee morale and create a more positive work atmosphere. Employees who feel heard, valued, and given space to express their opinions will have higher job satisfaction than those who feel isolated in a one-way work communication system. Therefore, in an effort to increase job satisfaction, organizations need to ensure that the internal work communication system is two-way, open, and inclusive. Based on the description above, the hypotheses proposed in this study are:

*H2: Work communication is hypothesized to have a positive and significant effect on job satisfaction of Gen-Z employees*

### **The moderating role of organizational collectivism on the effect of spiritual leadership style on job satisfaction**

Organizational collectivism emphasizes importance of teamwork, harmony, and orientation towards group interests. A strong culture of collectivism can strengthen bonds between individuals and create a sense of belonging in the work team conveyed by Alvino et al. (2023). These values can strengthen or weaken the influence of spiritual leadership styles on job satisfaction, depending on the extent to which these collective values are internalized by organizational members (Triandis 2018). In a work culture that upholds collectivism, employees tend to value leaders who show care, sincerity, and alignment of spiritual values in their leadership. Leaders who are able to build good work communication, not only instructionally but also emotionally and morally, will more easily gain trust and loyalty from employees. When the value of collectivism is high, employees' response to the spiritual leadership style becomes more positive as it aligns with their expectations of an ideal leader. Thus, organizational collectivism plays an important role in strengthening The relationship formed between spiritual-based leadership and employee job satisfaction.

*H3: Organizational collectivism is proposed to moderate the relationship between spiritual leadership style and job satisfaction.*

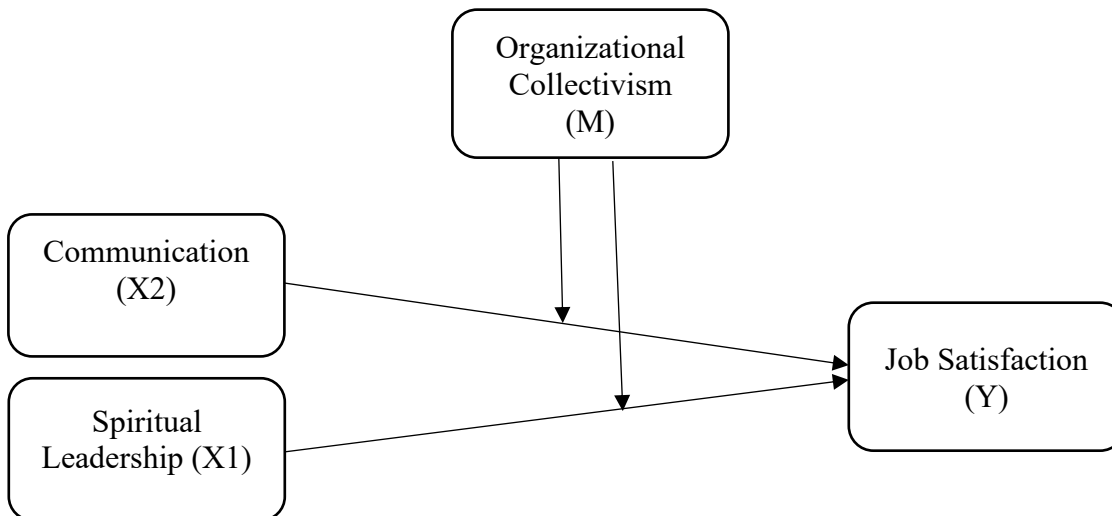
### **The Moderating Role of Organizational Collectivism on the Relationship between Work Communication and Job Satisfaction**

Collectivism culture in organizations emphasizes the values of togetherness, solidarity, and social support between team members. According to Ghazali (2017), these values create a work environment that cares and supports each other, so that It can increase the impact of work communication on job satisfaction. In a collective culture, work communication is not only understood as a process of conveying information, but also as a form of social interaction that strengthens relationships between employees and between employees and superiors. Barhate and Dirani (2022) state that differences in generational characteristics, especially Generation Z, affect how work communication and leadership are received in the work environment. Gen Z tends to prioritize open and collaborative work communication over traditional hierarchical leadership models. In this context, organizational collectivism can strengthen the effectiveness of work communication, as collective values support the creation of openness, mutual trust, and active participation in the work communication process between organizational members.

Groups that support each other and are open to work communication will be more satisfied in carrying out their profession Rizki and Mas'ud (2016) Therefore, In a working atmosphere that upholds the value of collectivism, effective work communication will increasingly have a positive impact on job satisfaction Estiningsih (2019) Employees who feel part of their role. Conversely, according to Hikmah et al. (2024) in organizations with

low levels of collectivism, good work communication may not be enough to produce optimal job satisfaction due to the lack of strong social ties between members. Based on these thoughts, the hypothesis proposed in this study is that collectivism values moderate the interaction between work communication and job satisfaction, where the effect of work communication on job satisfaction will be stronger in a work environment with high collectivism.

*H4: Organizational collectivism is proposed to moderate the relationship between work communication and job satisfaction.*



**Figure 1.**  
**Research Model**

## RESEARCH METHOD

This research utilizes primary data obtained through distributing questionnaires to respondents who work in manufacturing companies and are included in the Generation Z employee category. This research conducted a pilot test to 20 respondents. Respondents provided input that there were several words that were mistyped and statements that had sentences that were not understood by respondents. Feedback from the pilot included identification of ambiguous and technical terms, grammatical inconsistencies, and overly long statements. Based on this feedback, several questionnaire items were revised to ensure clarity, simplicity, and alignment with respondents' comprehension levels—particularly in the constructs of spiritual leadership and organizational collectivism. A total of 200 questionnaires were distributed, of which 181 were returned and deemed complete and valid, resulting in a 90.5% response rate. There were 19 incomplete responses, which were excluded from analysis. The questionnaire distribution process was conducted online through a web-based survey, which enabled efficient data collection and reached respondents in not too long a time. Although no formal follow-up was conducted for non-respondents, basic descriptive analysis confirmed that the valid responses covered a diverse demographic range, including gender, age, education level, and length of work experience. This breakdown is reported in the results section to provide a clearer view of respondent characteristics. The questionnaire was designed using a Likert scale of 1-5, which is a common approach in

quantitative research to measure respondents' level of agreement with statements related to research variables.

This study involves several key variables. First, the spiritual leadership style applied by superiors is expected to increase employee job satisfaction by giving deeper meaning to the work undertaken. Second, work communication is considered capable of creating a comfortable, open and constructive work atmosphere, which in turn has a positive impact on team job satisfaction. Third, organizational collectivism shows that employees with a high level of collectivism tend to be more easily satisfied because of a sense of togetherness and solidarity in the work environment. Fourth, job satisfaction as the dependent variable is influenced by these three variables, although the perception of job satisfaction can differ between individuals, depending on their background, experience and personal values.

In reviewing data obtained, Statistical Package for the Social Sciences (SPSS) software developed by IBM was used. SPSS is used as a tool in conducting statistical analysis, starting from processing raw data to presenting results in the form of easy-to-understand tables and graphs. Before conducting the main analysis, a validity test and reliability test were first carried out on the questionnaire instrument to ensure that the data collected were accurate, valid, and consistent. Thus, the resulting analysis results can be trusted and used to draw scientific conclusions objectively.

The Research Instruments were drawn from several reliable academic sources described in the following order:

- To measure employee perceptions regarding their job satisfaction, this study uses an instrument introduced by Puspitasari (2019). Puspitasari (2019) suggests an indicator of satisfaction with tasks, namely satisfaction with the type and quality of work performed. One of the questions in the instrument is that I am satisfied with the work currently being done.
- To measure employee perceptions related to spiritual leadership style, this study used an instrument introduced by Rahmawaty (2016). Rahmawaty (2016) suggests the *vision* indicator, which is the leader's ability to communicate the direction and purpose of the organization that gives meaning and inspiration to its followers. One of the questions in the instrument is that my leader has a clear vision and is able to inspire me at work.
- To measure employee perceptions related to work communication, this study uses an instrument introduced by Carriere (2009). Carriere (2009) suggests an indicator of *relationship with supervisor* or relationship with the *supervisor*, namely the *supervisor* listens to the ideas of his employees. One of the questions in the instrument is that my supervisor is open to the ideas I convey.
- To measure employee perceptions related to organizational collectivism, this study uses an instrument introduced by Triandis (2018). Triandis (2018) put forward indicators of the ability to inspire and motivate the team. One of the questions in the instrument is my leader inspires me to do a better job every day.

## RESULTS AND DISCUSSION

The descriptive data in Table 1 indicates that the majority of those surveyed were female (68%). They were aged 21-25 years old (77.5%). Most of them had a high school education (51.4%). They had <2 years of work experience (57.7%).

**Table 1.**  
**Respondent Demographics**

<b>Gender</b>	<b>Total</b>	<b>Percentage</b>
Male	58	32,00%
Female	123	68,00%
Total Respondents	181	100,00%
<b>Last Education</b>	<b>Total</b>	<b>Percentage</b>
SMP	5	2,76%
HIGH SCHOOL	102	56,36%
D3/D4	12	6,63%
S1	62	34,25%
Total Respondents	181	100,00%
<b>Length of Service</b>	<b>Total</b>	<b>Percentage</b>
<2 Years	104	57,45%
2-3 Years	45	24,87%
4-5 Years	16	8,84%
>5 Years	16	8,84%
Total Respondents	181	100,00%
<b>Age</b>	<b>Total</b>	<b>Percentage</b>
18-20	16	8,84%
21-25	134	74,03%
26-28	31	17,13%
Total Respondents	181	100,00%

Before conducting hypothesis testing, researchers first carry out tests for validity and reliability to make sure the tools used in the study are truly valid and reliable. The validity test aims to determine the degree to which the objects in the questionnaire are able to measure the intended construct, while The purpose of the reliability test is to gauge the measuring device's internal consistency.

The validity test results show that all variables in the study have met the validity requirements, with a Pearson Correlation value above the 0.50 threshold. For the spiritual leadership style variable, the highest correlation value is obtained at item X1.11 of 0.761, and the lowest at item X1.15 of 0.523. In the work communication variable, the highest value is in item X2.4 of 0.748, and the lowest is in item X2.1 of 0.537. For job satisfaction variables, the highest correlation value is obtained at item Y.8 of 0.742, and the lowest at item Y.1 of 0.556. Meanwhile, in the organizational collectivism variable, the highest value is obtained in item M.1 of 0.834, and the lowest in item M.4 of 0.696. Thus, all items used in this questionnaire are proven valid and can adequately represent their respective variables.

Furthermore, a reliability test was conducted to gauge the extent to which the research instrument showed consistency in measurement. An instrument is deemed dependable if its Cronbach's Alpha value is greater than 0.70. In this study, a Cronbach's Alpha value of 0.919 was acquired, which indicates that the instrument has very high reliability. This value is far above the minimum threshold, so it can be concluded that the measuring instrument used in this study is very consistent and reliable in measuring the construct under study.

With the validity and reliability criteria met, this research instrument can be used for further analysis. The results obtained from the data can be trusted to support hypothesis testing, namely the effect of spiritual leadership style and work communication on job satisfaction with organizational collectivism as a moderator variable.

**Table 2.**  
**First Hypothesis**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,978 <sup>a</sup>	,956	,956	1,239

a. Predictors: (Constant), Work communication, Spiritual Leadership Style

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5997,806	2	2998,903	1952,516	,000 <sup>b</sup>
Residuals	273,393	178	1,536		
Total	6271,199	180			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work communication, Spiritual Leadership Style

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,920	,723		16,491	,000
Spiritual Leadership Style	,137	,012	,239	11,365	,000
Work communication	,555	,015	,802	38,175	,000

a. Dependent Variable: Job Satisfaction

### Multiple Regression Analysis Results

The following is the regression equation derived from the multiple regression analysis results:

$$Y = 11.920 + 0.137X_1 + 0.555X_2 + \varepsilon$$

Where:

- Y = Job Satisfaction
- X<sub>1</sub> = Spiritual Leadership Style
- X<sub>2</sub> = Work communication
- ε = error term

The constant value (α) of 11.920 indicates that if the spiritual leadership style and work communication are in a neutral condition (0), the initial value of job satisfaction is estimated

at 11.920. The regression coefficient for spiritual leadership style ( $X_1$ ) is 0.137 and has a significance level of 0.000 ( $<0.05$ ). This shows that spiritual leadership style has a favorable and noteworthy impact on job satisfaction. This implies that the better the implementation of spiritual leadership style in the work environment, the higher the level of job satisfaction felt by employees.

Meanwhile, the regression coefficient for work communication ( $X_2$ ) is 0.555, also with a significance value of 0.000 ( $<0.05$ ). This shows that work communication has a positive and significant influence on job satisfaction, even stronger than spiritual leadership style, as the coefficient value is greater. Thus, effective work communication among organizational members contributes more to increased employee job satisfaction.

**Coefficient of Determination (R Square)**

The outcomes of testing the summary model show an R Square value of 0.956, it indicates that 95.6% of the job satisfaction variable can be elucidated by the independent variables inside the model, namely: spiritual leadership style, work communication, organizational collectivism, as well as the moderating interaction between organizational collectivism with spiritual leadership style and work communication. The value of the Adjusted R Square of 0.956 indicates that after adjusting for the number of independent variables and sample size, 95.6% of the variation in job satisfaction can still be described by this model, while the other variables explain the remainder. outside the model.

These results also indicate that organizational collectivism as a moderator variable is able to strengthen the influence of the spiritual leadership style and work communication variables on job satisfaction. The high coefficient of determination reinforces the conclusion that the model used is good enough to explain variations in job satisfaction among Generation Z employees in the manufacturing sector.

With significance values that are below 0.05 for both main variables, it can be inferred that:

- Spiritual leadership style has a positive and significant effect on job satisfaction ( $p = 0.000$ ).
- Work communication also has a favorable and noteworthy effect on job satisfaction ( $p = 0.000$ ).

Overall, the findings suggest that spiritual leadership style and work communication contribute significantly to improving job satisfaction, and are strengthened by the presence of an organizational collectivism culture as a moderator variable that strengthens the relationship.

**Table 3.**  
**Second Hypothesis**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,999 <sup>a</sup>	,998	,998	,275
a.	Predictors: (Constant), Work communication*Organizational Collectivism, Organizational Collectivism, Spiritual Leadership Style, Work communication, Spiritual Leadership Style*Organizational Collectivism			

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6257,925	5	1251,585	16500,387	,000 <sup>b</sup>
	Residuals	13,274	175	,076		
	Total	6271,199	180			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work communication\*Organizational Collectivism, Organizational Collectivism, Spiritual Leadership Style, Work communication, Spiritual Leadership Style\*Organizational Collectivism

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	20,926	,277		75,470	,000
	Spiritual Leadership Style	,048	,004	,084	12,029	,000
	Work communication	,339	,006	,490	54,583	,000
	Organizational Collectivism	,031	,007	,017	4,528	,000
	Spiritual Leadership Style* Organizational Collectivism	,001	,000	,046	3,072	,002
	Work communication* Organizational Collectivism	,006	,000	,427	24,749	,000

a. Dependent Variable: Job Satisfaction

Based on the results of multiple linear regression analysis, it is found that all hypotheses in this study are statistically proven to be accepted. First, the test results for Hypothesis 1 show that spiritual leadership style has a positive and significant effect on job satisfaction, with a B coefficient of 0.048 and a significance of 0.000 ( $p < 0.05$ ). The value of 0.084 indicates that the effect is positive, although not dominant. This indicates that leaders who have spiritual values, such as honesty, integrity, and meaning at work, can increase employee job satisfaction.

Furthermore, Hypothesis 2 is also proven to be accepted, where work communication has a significant effect on job satisfaction, with a B coefficient value of 0.339 and a significance of 0.000. The value of 0.490 demonstrates that work communication is the most dominant factor affecting job satisfaction. This shows that the better the communication system in the organization, both vertically and horizontally, the greater the degree of employee job satisfaction.

Hypothesis 3, which examines the role of organizational collectivism as a moderator variable, also proved to be accepted. The interaction between spiritual leadership style and

organizational collectivism showed a significant effect on job satisfaction with a B value of 0.001, significance of 0.002, and of 0.046. This indicates that organizational collectivism strengthens the connection between spiritual leadership style and job satisfaction.

Finally, Hypothesis 4, which tested the role of organizational collectivism as a moderator variable, also proved to be accepted. The interaction between work communication and organizational collectivism is also significant, with a B value of 0.006, significance of 0.000, and 0.427. This indicates that collectivism strengthens the relationship between work communication to job satisfaction. Thus, in an organizational culture with a high value of collectivism, communication becomes more effective in increasing job satisfaction.

All hypotheses (H1, H2, H3 and H4) were accepted. Spiritual leadership style and work communication have a substantial and favorable impact on job satisfaction. In addition, organizational collectivism has been shown to moderate the impact of spiritual leadership style and work communication on job satisfaction. This means that in a work environment with a high level of collectivism, the influence of leadership and communication on job satisfaction becomes stronger.

The results of this study indicate that spiritual leadership style and work communication have a significant impact on the job satisfaction of Gen Z employees in the large manufacturing industry of Cirebon Regency. This research is in line with Rahmawaty's research (2016). There, spiritual leadership can improve employee performance and job satisfaction through inspiration and motivation based on spiritual values. In addition, the results of this study also support the findings of Carriere (2009). It shows that good workplace communication can increase job enthusiasm and employee satisfaction.

The results also show that organizational collectivism plays a dual role as a moderator. On the one hand, organizational collectivism strengthens the relationship between employee work communication and job satisfaction. But on the other hand, organizational collectivism actually weakens the relationship between spiritual leadership and job satisfaction. This differs from Triandis' (2018) study, where a culture of collectivism in the organization emphasizes the value of unity and social care, thus enhancing the effectiveness of spiritual leadership. This difference could be due to Gen Z's unique traits based on open and collaborative work communication compared to spiritual leaders (Barhate & Dirani, 2022).

Regarding the effectiveness of work communication, this study shows that work communication has a greater impact on job satisfaction compared to spiritual leadership style. This finding supports Puspitasari's (2019) research which emphasizes the importance of clear and effective work communication in improving employee engagement and job satisfaction.

In addition, the role of organizational collectivism in strengthening the effect of work communication on job satisfaction is consistent with the findings of Simbolon et al. (2022) which asserts that a collaborative work culture can improve interpersonal relationships within the organization, thus creating a more harmonious work environment and supporting employee job satisfaction.

The implications of these findings suggest that companies in highly collectivist work environments should be geared towards improving effective work communication rather than relying on spiritual leadership styles. As such, organizations can develop more adaptive

strategies that cater to the job preferences of Gen Z employees, who prioritize transparent and participatory work communication in the workplace.

## CONCLUSION

This study investigated the influence of spiritual leadership and work communication on job satisfaction among Generation Z employees in large-scale manufacturing industries in Cirebon Regency, with a focus on the moderating role of organizational collectivism. The findings confirm that both leadership and communication significantly contribute to job satisfaction, and these effects are amplified in collectivist organizational cultures.

However, beyond the statistical confirmation, the findings reveal a deeper insight into generational workplace preferences. While spiritual leadership—rooted in purpose, integrity, and empathy—positively affects employee satisfaction, the effect size was noticeably smaller compared to that of work communication. This disparity highlights a potential generational shift in how workplace satisfaction is cultivated. Gen Z employees, known for their openness, digital nativeness, and emphasis on equality, appear to respond more favorably to transparent, two-way communication than to hierarchical or top-down leadership structures.

The strong impact of work communication suggests that organizational efforts to improve satisfaction among younger employees may be more successful if they prioritize inclusive and participatory communication strategies over conventional leadership models. Moreover, the moderating role of collectivism underscores the importance of organizational culture in shaping how leadership and communication are received. In collectivist environments, the sense of belonging and shared goals enhance the effectiveness of interpersonal dynamics, making leadership and communication strategies more impactful.

Theoretically, this study contributes to the growing literature on generational dynamics in the workplace by positioning Gen Z's job satisfaction within a framework that integrates leadership, communication, and cultural context. It emphasizes the need to move beyond one-size-fits-all models and adopt approaches that align with the values and expectations of emerging workforce demographics.

In practice, organizations—especially in the manufacturing sector—should consider these generational preferences when designing HR strategies. Prioritizing clear, collaborative communication and nurturing a collectivist culture may yield stronger engagement and retention outcomes than relying solely on traditional leadership styles.

## REFERENCES

- Aprilia, A. L., Hartono, E., & Wibowo, S. N. (2022). Pengaruh Konflik Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan Di Pt Pg Rajawali Ii Unit Psa Palimanan. *Jurnal Ilmiah Ekonomi Bisnis*, 27(2), 274–288. <https://doi.org/10.35760/eb.2022.v27i2.4871>
- Barhate, B., & Dirani, K. M. (2022). Career aspirations of generation Z: a systematic literature review. *European Journal of Training and Development*, 46(1–2), 139–157. <https://doi.org/10.1108/EJTD-07-2020-0124>
- Budiarti, E. M., Gunawan, I., & Pambudi, B. A. (2020). The Effect of Spiritual Leadership and Academic Supervision on Teacher Performance. *Advances in Social Science, Education and Humanities Research*, 501(5), 63–68. <https://doi.org/10.2991/assehr.k.201204.027>
- Carriere, J. and C. B. (2009). The Effects of Organizational Communication on Job

- Satisfaction and Organizational Commitment in A Land Ambulance Service and The Mediating Role of Communication Satisfaction. *Coreer Development International*, 14(1), 29=49.
- Christiani, L. C., & Ikasari, P. N. (2020). Generasi z dan pemeliharaan relasi antar generasi dalam perspektif budaya jawa. *Jurnal Komunikasi Dan Kajian Media*, 4(2), 84–105.
- Dewidianto, R., & Manalullaili, Ningsih, C. P. A. (2024). Peran Komunikasi Organisasi dalam Event Organizer (Studi pada Event Organizer Soundtrack Indonesia Kota Palembang). *Jurnal Bisnis Dan Komunikasi Digital*, 1(4), 1–10. <https://doi.org/10.47134/jbkd.v1i4.2771>
- Dimock, M. (2019). Defining generations: Where millennials end and Generation Z begins. *Pew Research Center*, 17(1), 1–7. <https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>
- Estiningsih. (2019). Pengaruh Kepemimpinan, Motivasi Kerja dan Komunikasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja. *Mbia*, 17(2), 47–58. <https://doi.org/10.33557/mbia.v17i2.344>
- Ghozali, I. (2017). PENGARUH MOTIVASI KERJA, KEPUASAN KERJA DAN KEMAMPUAN KERJA TERHADAP KINERJA PEGAWAI PADA KANTOR KEMENTERIAN AGAMA KABUPATEN BANJAR Imam. *JIEB*, 3(1), 130–137. <https://doi.org/10.26905/jpp.v3i1.1877>
- Hikmah, M., Efendy, M., & Pratikto, H. (2024). Perilaku asertif pada generasi Z : Bagaimana peranan budaya kolektivisme? *SUKMA : Jurnal Penelitian Psikologi*, 4(2), 269–281. <https://doi.org/10.30996/sukma.v4i2.10373>
- Mahapatra, G. P., Bhullar, N., & Gupta, P. (2022). Gen Z: An Emerging Phenomenon. *NHRD Network Journal*, 15(2), 246–256. <https://doi.org/10.1177/26314541221077137>
- Mathis, R. L., and Jackson, J. H. (2006). *Human Resource Management*.
- Nugroho, B., Ginting, I., Nasution, S. W., Susanti, E., & Syahti, U. (2021). Pengaruh Komunikasi, Motivasi, Lingkungan Kerja Dan Kompetensi Terhadap Kinerja Karyawan Pada Pt. Angkasa Pura li (Persero) Kantor Cabang Kualanamu. *JMB (Jurnal Manajemen Dan Bisnis)*, 3(2), 130–142. <https://doi.org/10.30743/jmb.v3i2.4266>
- Prasetya, B. A., Prakoso, H. T., Siddiq, D. M., Rudiantono, Y., Alvino., D., & S. (2023). The Role of Organizational Collectivism in Moderating the Relationship Between Perceived Organizational Support And Company Learning Ability Peran. *Economy Deposit Jurnal*, 4, 222–231.
- Puspitasari, S. (2019). PENGARUH KEPEMIMPINAN SPIRITUAL TERHADAP KEPUASAN KERJA KARYAWAN MELALUI MOTIVASI INTRINSIK DAN KOMITMEN ORGANISASI (Studi Kasus Rumah Sakit Islam Sultan Agung, Semarang). *Jurnal Ekonomi Dan Bisnis*, 20(1), 73. <https://doi.org/10.30659/ekobis.20.1.73-84>
- Rahmawaty, A. (2016). Model Kepemimpinan Spiritual Dalam Meningkatkan Kepuasan Kerja Dan Kinerja Karyawan di BMT se-Kabupaten Pati. *IQTISHADIA Jurnal Kajian Ekonomi Dan Bisnis Islam*, 9(2), 276. <https://doi.org/10.21043/iqtishadia.v9i2.1732>
- Rivaldo, Yandra, R. S. L. (2020). PENGARUH KEPEMIMPINAN DAN MOTIVASI TERHADAP KEPUASAN KERJA SERTA DAMPAKNYA TERHADAP KINERJA KARYAWAN. *Journal of China Universities of Posts and Telecommunications*, 9(3), 505–515. [https://doi.org/10.1016/S1005-8885\(08\)60090-4](https://doi.org/10.1016/S1005-8885(08)60090-4)

- Rizki dan Mas'ud. (2016). ANALISIS PENGARUH KEPUASAN KERJA DAN KETERLIBATAN KERJA TERHADAP KOMITMEN PROFESI DENGAN BUDAYA KOLEKTIVISME SEBAGAI VARIABEL MODERATING (Studi pada Perawat RSUD Kota Semarang). *Diponegoro Journal of Management*, 5(3), 1–12. <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Rohmadon, A. dan P. (2022). Pengaruh Gaya Kepemimpinan Spiritual, Lingkungan Kerja, dan Motivasi Ekstrinsik terhadap Kepuasan Kerja Karyawan Super Dazzle Gejayan Yogyakarta. *Al-Kharaj : Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 5(3), 1124–1137. <https://doi.org/10.47467/alkharaj.v5i3.1523>
- Rumawas, W. (2016). *PENGARUH KEPEMIMPINAN TERHADAP KEPUASAN KERJA KARYAWAN*. 4, 1–23.
- Saputra, M. P. P., & Adnyani, I. G. A. D. (2018). Pengaruh Motivasi, Komunikasi Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(1), 1. <https://doi.org/10.24843/ejmunud.2019.v08.i01.p01>
- Schroth, H. (2019). Are you ready for Gen Z in the workplace? *California Management Review*, 61(3), 5–18.
- Simbolon, S., Simbolon, D. M., & Parhusip, P. T. (2022). Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Bagian Produksi Pada Pt . United Rope Medan. *Jurnal Manajemen Dan Bisnis*, 22(2), 355–368. [https://ejournal.ust.ac.id/index.php/JIMB\\_ekonomi/article/view/2141](https://ejournal.ust.ac.id/index.php/JIMB_ekonomi/article/view/2141)
- Syadza Setiono, Afifah; Sutarman, Asep; Chandra, D. (2021). Pengaruh Spiritual, Leadership, Komitmen Organisasi Terhadap Kepuasan Kerja. *Jurnal Ilmiah Manajemen Bisnis Dan Inovasi*, Vol 10, No(2), 1645–1655.
- Triandis, H, C. (2018). *Individualism And Collectivism*. <https://doi.org/https://doi.org/10.4324/9780429499845>
- Yasir. (2020). *Pengantar Ilmu Komunikasi Sebuah Pendekatan Kritis dan Komprehensif, CV Budi Utama, Yogyakarta*.