

JOB SATISFACTION AMONG GENERATION Z AND MILLENIALS IN THE
MENTAL HEALTH FIELD

by

Terence Fleeton

Liberty University

A Dissertation Presented in Fulfillment
of the Requirements for the Degree
Doctor of Philosophy

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APPROVED BY:

A handwritten signature in black ink, appearing to read 'Gilbert Franco', with a horizontal line extending to the right.

Professor Gilbert Franco, Ph.D.

Kate Andrews, Ph.D.

Professor Kathleen Andrews, Ph.D.

ABSTRACT

Millennials and Generation Z perceive job satisfaction in different ways. The mental health profession requires a lot of time and sacrifice to meet the needs of clients, and the organization served. The diverse beliefs, ambitions, and work-related attitudes of these younger generations are critical in shaping the dynamics of the mental health profession for employers seeking to hire younger talent as the workforce increased. The problem in this study is that some employers don't understand how supervisory support affects job satisfaction in millennial and Generation Z mental health employees. Managers struggle to maintain an environment where work-life balance provides job satisfaction to the younger generations, and, in the end, this can result in reduced retention rates with employees. The purpose of this qualitative phenomenological research study was to explore how managers could provide an environment where job satisfaction was maintained through two factors: work-life balance and supervisory support. A phenomenological approach was used, with interviews as the data collection method. Interviews allowed for an in-depth investigation of what influenced job satisfaction for Generation Z and millennial workers in the mental health field. Through the interviews, both Generation Z and Millennial participants expressed a clear preference for a mentorship/transformational style of leadership. They believed that having a supportive mentor who guides them in the right direction, rather than micromanaging, was effective in their job satisfaction. Findings also found that the notion that work-life balance is an important part for job satisfaction among Generation Z and Millennials. Participants emphasized the need for flexible work arrangements and the importance of relationships. This study examines millennials and Generation Z mental health professionals' work-life balance and the supervisory support within of job

satisfaction.

Keywords: Job satisfaction, Millennials, Gen Z, organizations, generations, mental health, therapist, work-life balance, Leadership, supervisors

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Dedication

In the loving memory of my dear dad, though you have embarked on a journey beyond this world, your enduring love, wisdom, and strength continue to guide my days. Your absence is deeply felt, but the warmth of your presence lives on in cherished memories and the values you instilled in me. Your lectures still echo in my heart, and your unwavering support remains my foundation. As I navigate life's path, I find solace in knowing that your spirit watches over me. Your legacy of love is woven into my being, a constant reminder that you are forever a part of who I am.

With eternal love, your son

Acknowledgments

I want to acknowledge in this manuscript a special person in my life, my beloved wife, Tiffany Fleton. Your love, guidance, and understanding are the cornerstones of my academic advent, and I can't tell you how grateful I am for your presence in my world. Throughout the long hours and late nights of research, for you and myself, your patience and encouragement have sustained me.

Your multiple sacrifices have given me the time and space to pursue my academic aspirations. Whether it was preparing meals, managing household responsibilities, or simply providing a listening ear when I needed it most, you have always been there for me, making it possible for me to focus on my research and writing. Your faith in my dreams and your endless love have given me the motivation to strive for excellence in this endeavor and my entire life. Your continual reminders that success is about more than just getting to the destination, but also about enjoying the journey itself, have been a source of wisdom and perspective.

I'd also like to use this occasion to offer my heartfelt gratitude and admiration to my dissertation advisor, Professor Franco Gilbert, and Dissertation Committee Member, Dr. Kathleen Andrews for their essential assistance, support, and mentorship during the whole dissertation-writing process. Thank you for all that you have done for me.

TABLE OF CONTENTS

ABSTRACT	iii
Dedication	v
Acknowledgments	vi
List of Figures	xi
CHAPTER 1: INTRODUCTION TO THE STUDY	2
Introduction	2
Background.....	2
Problem Statement	4
Purpose of the Study	4
Research Questions and Hypotheses	6
Assumptions and Limitations of the Study.....	6
Definition of Terms	11
Significance of the Study	12
Summary.....	12
CHAPTER 2: LITERATURE REVIEW	14
Overview	14
Description of Research Strategy	14
Review of Literature	16
Biblical Foundations of the Study	36
Summary	38
CHAPTER 3: RESEARCH METHOD	40
Overview	42

Research Questions and Hypotheses	42
Research Design	42
Participants	43
Study Procedures	45
Instrumentation and Measurement	46
Data Analysis	48
Delimitations, Assumptions, and Limitations	50
Summary	49
CHAPTER 4: RESULTS	52
Overview	52
Descriptive Results	55
Theme Development.....	61
Evidence Of Quality.....	69
Ethical Considerations.....	73
Summary	74
CHAPTER 5: DISCUSSION	76
Overview	76
Summary of Findings	76
Discussion of Findings	83
Implications	88
Limitations	90
Recommendations for Future Research	91
Summary	93
REFERENCES	95
APPENDIX A: RECRUITMENT LETTER	116

APPENDIX B: CONSENT FORM118

APPENDIX C: INTERVIEW QUESTIONNAIRE121

APPENDIX D: HR POSTING.....122

APPENDIX E: MEMBER CHECKING SOLICITATION.....123

APPENDIX F: TABLE 2.....132

List of Tables

Table 1	30
Table 2	132
Table 3	57
Table 4	65
Table 5	66
Table 6	67
Table 7	67
Table 8	68
Table 9	68
Table 10	68
Table 11	69

List of Figures

Figure 1.....	32
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CHAPTER 1: INTRODUCTION TO THE STUDY

Introduction

As job satisfaction profoundly influenced workplace dynamics, it became imperative to explore its nuances within specific professional domains. In the realm of mental health services, where the well-being of both practitioners and clients was paramount, understanding the job satisfaction of mental health professionals (MHP) assumed heightened significance. This study delved into the beliefs and experiences of MHP belonging to the Millennial and Generation Z cohorts, shedding light on their perspectives regarding work-life balance and supervisory leadership. The National Alliance on Mental Illness broadly categorized mental health professionals as psychologists, counselors, therapists, clinicians, psychiatrists, primary care physicians, peer specialists, and behavioral health technicians. By examining the job satisfaction of individuals within these roles, the aim was to gain insights into the evolving landscape of mental health services and the factors shaping professional fulfillment among the Millennial and Generation Z demographics.

Background

Studies on job satisfaction frequently utilize theories related to motivation, notably Frederick Herzberg's two-factor theory, which was a key consideration in this paper. Herzberg's theory, often applied in job satisfaction research, distinguishes between factors that cause job satisfaction (motivators) and those that prevent dissatisfaction (hygiene factors). Similarly, Hassan and Ibourk (2021) employed the concept of self-sufficiency to assess teachers' job satisfaction, highlighting the necessity for more comparative research in this area. Although their study concentrated on teachers, the

insights are applicable broadly, showing the significance of job satisfaction across various generations. Gallo (2020) conducted a study on millennials and job satisfaction, revealing that millennials highly value their work and the rewards it brings. Unlike previous generations, millennials tend to be more critical and proactive when confronted with unfavorable workplace environments. Researchers generally agree that Herzberg's two-factor theory provides practical and accurate methods for analyzing job satisfaction. Supporting this view, Lee et al. (2022) demonstrated that the two-factor theory could also be applied to understand employee dissatisfaction, diversity, and work-life balance. Their study explored how company culture—including beliefs, values, individual satisfaction, and work-life philosophies—impacts employee satisfaction. This research emphasized the importance of job satisfaction for both Generation Z and millennials, offering insights into the dynamics between employees and employers that benefit both groups. Additionally, Hunsaker (2020) found that spiritual leadership positively influences organizational performance, suggesting a broader impact of leadership styles on job satisfaction and organizational outcomes.

It is important to consider how a strong spiritual leader can help younger generations thrive in the workplace. For instance, McGhee (2019) noted that Christianity can enhance employees' job satisfaction by providing a faith-based sense of meaning at work. Waworuntu (2022) explored the effects of work-life balance and job satisfaction on Generation Z and millennials, finding that both factors significantly influenced work performance. Generation Z and millennials both valued supportive work environments, effective supervisors, career advancement opportunities, flexible working hours, and the option to work from home. However, millennials tended to have more idealized views of the workplace compared to Generation Z.

Hanny (2020) investigated millennials' tendencies to explore various jobs before committing to a final career and identified strategies to enhance their job commitment. The findings revealed that salary and compensation were the most critical factors influencing millennials' intentions to remain in their jobs. In contrast, an inflexible work-life balance frequently prompted them to seek other employment opportunities. Expanding on this research, Racołta-Paina (2021) examined ways to transform workplaces to attract the younger Generation Z workforce. Alter (2019) noted that Generation Z individuals are self-driven and prioritize personal fulfillment, diversity, and education in their professional environments. Kollmann (2019) does make it clear that “Maintaining and enhancing the job satisfaction of younger and older employees is highly relevant if organizations want to harness the benefits of an age-diverse workforce.”

Job satisfaction among mental health professionals is fundamental to the provision of high-quality care and the well-being of both practitioners and clients. Kotera (2021) shares that it is prevalent for mental health professionals to succumb to this burnout factor, In the contemporary mental health field, characterized by evolving treatment modalities, changing patient demographics, and technological advancements, the factors influencing job satisfaction have become increasingly complex (Graham, 2019). Among these factors, work-life balance and supervisory support play pivotal roles in shaping the job satisfaction experiences of mental health professionals (Nabawanuka,2022), particularly among Millennials and Generation Z practitioners (Rampen, 2023).

While previous research has highlighted the significance of work-life balance and supervisory support in fostering job satisfaction, few studies have examined their impact

on mental health professionals from the Millennial and Generation Z cohorts. Given the unique characteristics and preferences of these generational groups, including a strong emphasis on work-life balance, technological fluency, and a desire for supportive leadership, there is a pressing need to explore how work-life balance and supervisory support intersect with job satisfaction within this context. The challenges and opportunities presented by the integration of Millennials and Generation Z into the mental health workforce necessitate an understanding of their experiences and perceptions regarding work-life balance and supervisory support.

Problem Statement

The problem in this study is that some employers don't understand how supervisory support affects job satisfaction in millennial and generation Z mental health employees. Managers struggle to maintain an environment where work-life balance provides job satisfaction with the younger generations, and, in the end, this can result in their reduced retention rates with those employees. When mental health professionals leave employment, more stress is placed on other workers, more stress on other workers results in decreases in work-life balance amongst your organization (Ortiz, 2022).

Purpose of the Study

The purpose of this qualitative phenomenological research study was to explore how managers could provide an environment where job satisfaction was maintained through two factors: work-life balance and supervisory support.

Research Question(s) and Hypotheses

Research Questions

RQ1: How do Generation Z and millennials mental health professionals perceive job satisfaction?

RQ2: How do Generation Z and millennials working in the mental health field describe factors related to their job satisfaction?

RQ3: How do Generation Z and millennials perceive different supervisory support and how do they affect their job satisfaction?

RQ4: How do Generation Z and millennial mental health professionals perceive work-life balance and its effect on job satisfaction?

Assumptions and Limitations of the Study

The research assumed that the factors influencing job satisfaction were consistent across both generations. Another assumption was made about the technological proficiency and preferences of Generation Z and millennials. It was pivotal to consider that technological experiences could vary within these cohorts, impacting their interactions with work-related technologies. Assuming all Generation Z and millennials shared common values or experiences could lead to oversimplification. The study might not have accounted for cultural or regional variations that could impact job satisfaction perceptions and preferences. Additionally, job satisfaction could change over time due to various life events, career transitions, or economic changes. The study captured only a snapshot of participants' experiences at a specific point in time.

Theoretical Foundations of the Study

The two-factor theory, proposed by Herzberg, suggested that job satisfaction and dissatisfaction arose from different sets of factors. Bhatt (2022) stated that hygiene factors, such as salary, working conditions, job security, and company policies, could lead to dissatisfaction in the workplace if not present in the job. Motivational factors, such as recognition, achievement, responsibility, and personal growth, contributed to high satisfaction (Bhatt, 2022). Herzberg's theory highlighted the importance of addressing

both sets of factors to enhance job satisfaction (Thant, 2021). The success and achievement of mental health practitioners was another motivational factor regularly mentioned in the literature on job satisfaction.

Job satisfaction was closely tied to professional success in terms of preventing burnout (Lakioti, 2020). Scanlan (2019) claimed that "burnout is made up of two primary elements: exhaustion and disengagement" (p. 2). More recently, in the context of achievement, job happiness was positively correlated with topic mastery goals.

Recognition was another motivating factor that affected job satisfaction (Scanlan, 2019). Having work that was rewarding and matched the worker's talents and abilities was a third incentive suggested by the two-factor approach (Herzberg, 1968). Alrawashdeh (2019) conducted semi-structured interviews using a conceptual framework derived from Herzberg's two-factor theory of motivation and the job demands-resources model.

Burnout was extremely common among physicians.

Hygiene Factors (Dissatisfaction Avoidance)

These factors, sometimes referred to as maintenance factors, are essential for preventing dissatisfaction but do not necessarily lead to job satisfaction (Chang, 2021). They include elements such as salary, working conditions, company policies, supervision, and interpersonal relationships (Chang, 2021). When these factors are lacking or perceived negatively, employees are likely to feel dissatisfied (Dziuba, 2022). However, improving hygiene factors alone does not necessarily result in increased job satisfaction; it merely prevents dissatisfaction (Chang, 2021).

Chavadi (2021) and associates investigated the mediated effects of job satisfaction on turnover intention and job mismatch among millennial employees in Bengaluru is the goal of this study where 247 millennial workers from various Bengaluru industries are

included in the survey. According to the study, work mismatch is positively correlated with intention to leave, whereas job satisfaction is negatively correlated with intent to leave. According to the study's findings, millennials view personal development as the most important aspect affecting their job satisfaction.

Motivational Factors

These factors, also known as satisfiers or motivator, are related to job satisfaction and intrinsic motivation. They include achievement, recognition, the work itself, responsibility, and advancements (c). When these factors are present and emphasized, employees are more likely to experience job satisfaction and be motivated to perform at their best. Herzberg argued that satisfaction and dissatisfaction are not opposite ends of a single continuum but rather separate, independent dimensions. Improving hygiene factors merely eliminates dissatisfaction, while addressing motivational factors is necessary to cultivate job satisfaction and motivation (Manzoor, 2021).

The theory emphasizes the importance of intrinsic motivation factors (motivational factors) in fostering job satisfaction. Numerous elements that influence job motivation and happiness have been identified by researchers. Meaning at work, workplace autonomy, and work-life balance are a few of the characteristics that have been demonstrated to boost workplace satisfaction and motivation for Millennials (Yap & Zainal Badri, 2020). Employees are motivated by the work itself, growth opportunities, and a sense of accomplishment. To achieve lasting job satisfaction, organizations must focus on both hygiene and motivational factors. Addressing hygiene factors creates a baseline for employees, but it is the presence of motivators that truly elevates job satisfaction and enhances performance.

Herzberg (1959) suggested that job satisfaction and dissatisfaction arise from

different sets of factors. These can prevent dissatisfaction when adequate but may not lead to satisfaction. Motivational factors, such as recognition, achievement, responsibility, and personal growth, also contribute to job satisfaction. Herzberg's theory highlighted the importance of addressing both sets of factors to enhance job satisfaction. Bhatt (2022) concluded that the two-factor theory had an impact on job satisfaction. The two-factor theory delineates the variables that influence the level of satisfaction and motivation exhibited by an individual. These two factors, job satisfaction (hygiene/affective) and dissatisfaction at work (motivational), have impacted Generation Z and millennials motivation.

Definition of Terms

Millennials - People born from 1981 to 1997. They have a diverse technological upbringing and are often associated with certain cultural traits and preferences (Kurz & Vine, 2019).

Generation Z – People who are born from 1997 to 2012 have digital nativism, having grown up in a world of smartphones and social media (Harari,2023).

Job satisfaction- a measure of an individual's contentment or fulfillment in their current employment situation. It can be influenced by a range of factors, including job security, work-life balance, relationships with colleagues, compensation, and career advancement opportunities (Amin, 2021).

Work-life balance - equilibrium between an individual's professional and personal life. Striking a healthy work-life balance is essential for maintaining mental well-being and job satisfaction. (Iacovoiu, 2020).

Supervisory support- The degree to which supervisors value their [=employees'] contributions and care about their well-being (Penning, 2022)

Mental Health Professional (MHP) - a licensed and trained individual who specializes in providing mental health services, including assessment, diagnosis, treatment, and support, to individuals experiencing mental health challenges. These professionals can include psychiatrists, psychologists, social workers, counselors, and psychiatric nurses (Fiorillo & Gorwood, 2020).

Significance of the Study

Millennials are drawn to meaningful employment that aligns with their values and contributes to a greater cause (Van Hyatt, 2021). They are likely to be dissatisfied if they perceive their work as lacking sensitivity or substantial impact. To address this, organizations should clearly articulate their goals and core values, provide opportunities for social responsibility, and cultivate a culture that appreciates each employee's contributions. Similarly, Generation Z seeks careers that uphold their ideals and enable them to make a positive difference (Schroth, 2018). To enhance job satisfaction among Generation Z and millennial employees, organizations should emphasize the purpose behind their work, offer avenues for social impact, and involve them in decision-making processes. Managers should communicate the significance of employees' roles and how their contributions benefit the team, as recommended by Schroth (2019).

Summary

This dissertation explored the critical relationship between job satisfaction and its effects on the Generation Z and millennials cohorts from a mental health professional viewpoint, shedding light on how these dynamics shaped the future of the workforce. The study identified key factors that influenced job satisfaction among Generation Z and millennials and discussed their implications, drawing on a comprehensive review of existing literature and empirical research. The dissertation delved into the distinct characteristics and preferences of Generation Z and millennials in the mental health workplace.

CHAPTER 2: LITERATURE REVIEW

Overview

This research included a description of the study, a review of the literature, the

theoretical framework, and the Biblical foundation. The literature findings discussed mental health professionals, Generation Z and millennials, and job satisfaction. The theoretical foundation section addressed Herzberg's two-factor theory by examining the different motivational and hygienic elements that affected Generation Z and millennials. Colossians 3:23-24 said, "Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ."

The literature reviewed the specific causes of job satisfaction across Generation Z and millennials and in the context of mental health. Job satisfaction encompassed organization support, work-life balance, civic engagement, technology, entrepreneurial spirit, global perspective, instant gratification, and finances. As a result, a literature review on mental health professionals (MHP) and leadership styles was explored, all of which contributed to job satisfaction.

Description of Search Strategy

The initial phase involved finding gaps in existing literature. Mental health professionals (MHP) faced unique challenges in an ever-evolving field, yet there was a scarcity of studies focusing specifically on job satisfaction among Generation Z and millennials practitioners (Scanlan, 2019). This observation sparked the motivation to delve deeper into the intersection of mental health professions and Generation Z and millennials. A combination of academic databases and religious studies resources was employed to conduct a literature search on job satisfaction from sources such as the Biblical Resources Information Center, ProQuest, Research Tree, and Google Scholar. To comprehensively explore the intersection of job satisfaction, Generation Z and millennials, and biblical principles, the following search terms and combinations were

utilized: job satisfaction-related terms (job satisfaction, work satisfaction, employee well-being, job contentment, workplace happiness, Generation Z, and millennials) and Biblical perspective terms (bible and work, faith and work, Christian ethics in the workplace, religious beliefs, and job satisfaction).

The biblical research aspect involved examining relevant passages, theological interpretations, and commentaries related to work, labor, and satisfaction within the context of the Bible. The review of the literature on job satisfaction of MHP, Generation Z, and millennials provided insights into how they perceived and experienced job satisfaction. Work-life balance continued to be a paramount concern for Generation Z and millennials as they reconsidered the significance of employment of MHPs (Scanlan, 2019). To this end, flexible work arrangements, such as part-time employment, gained favor (Ronald, 2021). Living paycheck to paycheck was the leading concern of Generation Z and millennials, with over half of respondents citing this as their primary societal concern (Hee & Rhung, 2019). Their elevated levels of stress and anxiety persisted due to financial and environmental obligations, in addition to pressures inside the workplace (Logan, 2023). Generation Z and millennials desired assistance from businesses in preparing them for the transition to a low-carbon economy (Dobrowolski, 2022).

Review of Literature

In the study by Oliverira (2019), doctors, nurses, psychologists, and nursing technicians who work in community mental health services were compared to other medical specialists and their job satisfaction and workload were assessed. Convenience sampling was used to conduct a cross-sectional study with 61 medical professionals employed by psychosocial care facilities in a municipality in the South Region of Brazil.

In Scanlan (2019) an Australian mental health service with 1100 clinical personnel identified the relationship between burnout turnover, and job satisfaction in connection to certain job demands and job resources existing in the workplace. The study adopted a survey methodology. The poll included questions regarding demographics, burnout indicators, intention to leave the job, job satisfaction, job demands, and job resources (Scanlan, 2019). More than 250 professionals in mental health took part in this study.

Job satisfaction and the intention to leave the job were shown to be correlated (Lee, 2019). Job satisfaction was correlated with the job resources of incentives and recognition, job control, feedback, and participation (Choi, 2021). Burnout's tiredness factor was linked to the job's emotional demands, shift work, and work-home conflicts (Choi, 2021). The responsibilities and requirements of MHP are extensive (Joshi, 2020). They guide people and groups to optimize their psychological welfare (Spoorthy et al., 2020). MHPs are trained with the explicit purpose of assisting individuals as they encounter many challenges (Abbas, 2021). Suicidal ideation, substance misuse, addictions, family, parenting, and marital conflicts, issues related to aging and mental and emotional health, and stress management are a few of the challenges that may be encountered (NAMI, 2024). MHPs oversee progress and direct during individual and group therapy sessions and consults with physicians, nurses, social workers, and other mental health specialists to develop intervention techniques (Demazure, 2021).

Furthermore, MHPs assist primary caregivers and family members with the management of mental and behavioral concerns, promote communication between hospitalized clients and their attending physicians and psychiatrists, and recognize and prevent behaviors that impede recovery (Jaywant, 2023). They aid both clients and patients in navigating the challenges of overcoming dependencies, making necessary

adjustments to their lives, and attaining personal transformation.

Ensuring the confidentiality of client treatment records is of the utmost importance, given that they collect information about clients through evaluations, assessments, and interviews (Chapman, 2020). Furthermore, they conduct evaluations of the mental or physical well-being of clients through the examination of relevant client records, with the intention of formulating treatment strategies that align with the client's clinical knowledge and comprehension (Achmad, 2023). Burnout is a common occurrence among psychotherapists because of the arduous tasks involved in managing psychological issues in their clients (Yang & Hayes, 2020). These factors all contribute to a reduction in job satisfaction.

Research found in Aminihajibashi (2022) compared the average degree of compassion, satisfaction, burnout, secondary traumatic stress, and turnover intention by comparing therapists trained in a trauma-focused cognitive behavioral therapy and untrained therapists to study this. This also investigated the prevalence and relationships between these personal and organizational outcomes. Higher burnout and secondary traumatic stress evaluations were associated with poorer compassion satisfaction and higher intention to leave. Oliverira (2019) assessed job satisfaction and the workload of doctors, nurses, psychologists, and nursing technicians. Convenience sampling was used to conduct a cross-sectional study with 61 medical professionals employed by psychosocial care facilities in a municipality in the South Region of Brazil. The results show a positive correlation between emotional exhaustion and job dissatisfaction, which was the earliest identifiable indicator of burnout.

In a single Australian mental health service with 1100 clinical personnel, Scanlan (2019) investigated the relationship between burnout, turnover, and job satisfaction in

connection to specific job demands and job resources. Job satisfaction and the intention to leave the job were found to be correlated. A relationship was also found between job satisfaction and with the job resources of incentives and recognition, job control, feedback, and participation. Burnout's tiredness factor was linked to the job's emotional demands, shift work, and work-home conflicts. The prevalence and relationships between these personal and organizational outcomes were reported. Higher burnout and secondary traumatic stress evaluations were associated with poorer compassion satisfaction and higher intention to leave.

Job Satisfaction

Research shows that job satisfaction is influenced by numerous factors, including work-life balance, compensation, career growth opportunities, workplace culture, work-life balance, organizational-commitment, rewards, and job security (Gudep, 2019). Dobrowolski (2022) reported, with different findings, that Generation Z, the younger of the two generations, tends to place a strong emphasis on job stability, financial security, and a collaborative work environment. The literature highlights the need for more research on how generational differences affect job satisfaction, particularly as Generation Z enters the workforce in greater numbers in their comparison to millennials compare.

Work-Life Balance

For Generation Z and millennials, achieving a harmonious work-life balance stands as a paramount factor influencing their overall job satisfaction, as asserted by Bouwmeester (2021). It's apparent that these generations place immense value on both their experiences and the equilibrium between work and personal life. However, Kelliher (2019) argues that the conventional understanding of work-life balance falls short in

encompassing the recent transformations in professional environments and employment dynamics.

Historically, 'life' has primarily revolved around caregiving responsibilities, particularly towards dependent children, while 'work' has been synonymous with traditional notions of full-time employment with a single employer, as highlighted by Zimmerman (2021). Nonetheless, Zimmerman (2021) shows that for Generation Z and millennials, prioritizing work-life balance is non-negotiable, reflecting a shifting paradigm. Furthermore, Kelliher et al. (2019) accentuate that many individuals from these generations actively seek personal fulfillment and meaning in their professional endeavors, suggesting a deeper motivation beyond mere balance. In essence, the evolving priorities of younger generations show the need for a more inclusive and nuanced understanding of work-life dynamics in contemporary society. Kelliher (2019) refers to the relationship between work and non-work aspects of individuals' lives.

Millennials

Millennials as those born between 1981 and 1996 (Dimmock, 2019). While academic professionals have conducted much research on millennials, the mental health industry has received less attention. Researchers have identified various factors that contribute to job satisfaction and motivation. According to Pasko, (2021) and Yap, Zainal Badri (2020), Millennials are more likely to be happy and motivated at work when they have a sense of purpose, autonomy, and work-life balance. According to Yap and Zainal Badri (2020), work-life balance is a significant predictor of workplace happiness and motivation among millennial employees. It shows its importance because in Morrell (2018) research says that millennials will make up 75% of the workforce population by 2025.

Prioritizing it in the middle of their hectic schedules presents various obstacles for millennials (Zimmerman, 2021). The pressures of career progress, financial responsibilities, and societal expectations frequently cause millennials to prioritize work above family, resulting in broken relationships, increased stress, and feelings of guilt or regret (Nwachukwu, 2021). Furthermore, technology's ubiquitous influence and continual connectedness blur the lines between work and home life, making it harder for millennials to unplug and focus on meaningful interactions with their loved ones (Nevin and Schieman, 2020). Researchers have observed that achieving a healthy equilibrium between professional responsibilities and personal well-being has become progressively challenging in contemporary society, largely attributed to escalating demands both in the workplace and personal lives (Obrenovic et al., 2020). Identified stressors contributing to this conflict include work-related stress, prolonged working hours, dissatisfaction with work roles, role conflict, and job burnout (Obrenovic et al., 2020).

These factors collectively intensify the strain experienced by individuals as they strive to reconcile competing demands from their professional commitments and personal lives (Garcia, 2020). As such, understanding and addressing these stressors are effective steps in fostering a more balanced and fulfilling lifestyle amidst the complexities of modern life. In a longitudinal study conducted by Borgmann et al. (2019), the health-related implications of work-life conflict were examined. The research findings revealed a significant correlation between work-life conflict and individuals' self-rated mental and physical health over time (Borgmann et al., 2019). This suggests that the challenges associated with balancing work and personal life can have adverse effects on both mental and physical well-being. Millennials have realistic expectations for their employment and wages (Othman, 2020) In addition, Sanchez-Hernandez et al. (2019) also explored the

perspectives of the millennial generation regarding the importance of maintaining a healthy balance between work and personal life. Millennials, as a generation, place a high value on achieving equilibrium between their professional responsibilities and personal pursuits (Sanchez-Hernandez et al., 2019). They prioritize flexibility and autonomy in the workplace, considering work-life balance as a crucial determinant of a healthy and fulfilling work environment (Sanchez-Hernandez et al., 2019). Opposed to previous generations, Millennials prioritize specific aspects when evaluating potential employment opportunities. These include job stability, financial compensation, and the availability of leisure time (Sanchez-Hernandez et al., 2019).

Generation Z

According to the Pew Research Center (n.d.), the generation referred to as Gen Z includes individuals born after 1996. Racolta-Paina & Irini (2021) describe Generation Z as dynamic and disinterested in traditional working practices, with a strong focus on creativity, ambition, and innovation of their personality (Mărginean, 2021). Researchers have noted that this group of people has a high desire for lifelong learning and irrational salary expectations (Racolta-Paina & Irini, 2021). Generation Z is similar to the millennial generation in that it is more likely to look for other work options when expectations are not met (Racolta-Paina & Irini, 2021). The insistence of Generation Z on seeking change highlights their unwillingness to sacrifice their expectations and goals in the workplace (Magni, 2020). However, the general impact of Generation Z on the labor force is primarily perceived as positive (Racolta-Paina & Irini, 2021).

Given the previously mentioned aspects, it is essential for firms to comprehend the unique traits and inclinations of Generation Z if they want to foster a motivated and efficient workforce. Employers can take advantage of the special skills and viewpoints

that Generation Z offers by recognizing their inclination toward creativity and innovation. Furthermore, the acknowledgement of their requirement for ongoing education highlights the significance of putting in place comprehensive training initiatives to promote career advancement and contentment within this group (Racolta-Paina & Irini, 2021). All things considered, companies that match their organizational procedures to the changing demands of Generation Z stand to gain from reduced employee attrition as well as from the transformational potential this generation brings to the modern workplace.

Leadership

Supervisor support and leadership are critical factors influencing job satisfaction across different age groups in the workplace from an emotional standpoint (Pohl, 2017). Among Generation Z and millennials, the presence of supportive supervisors was often associated with increased job satisfaction (Nabawanuka, 2022). Younger workers typically value mentorship, feedback, and opportunities for skill development. Grow (2018) that Generation Z generally don't hold "fixed opinions". A supportive supervisor who provides guidance and recognizes their contributions fosters a positive work environment, contributing to a higher level of job satisfaction among these early-career professionals (Chen, 2023).

In the mid-career stages, typically during the 30s and 40s, supervisor support remained a crucial determinant of job satisfaction. These individuals may face increased responsibilities both at work and in their personal lives. The significance of intrinsic motivation and perceived insider status in the link between supervisor incivility and Generation Z and millennials employee inventiveness was investigated by Liu (2019). The results of this research found strong support for a moderated mediation model. A negative relationship between supervisor incivility and millennial employee creativity

was dependent on intrinsic motivation (Brown, 2022). A mediating relationship strengthened job satisfaction for employees with a low level of perceived insider status (Kim, 2019).

A supportive supervisor who understands and accommodates these challenges can positively impact job satisfaction (Ngotngamwong, 2020). Supportive leadership that emphasizes work-life balance provides growth opportunities and acknowledges achievements, contributing to the overall well-being and job satisfaction of employees in this demographic (Abolnasser, 2020). Supervisory support encompasses various aspects of mentorship, guidance, and leadership provided by supervisors to their subordinates. In the context of the mental health field, this support involves clinical supervision, professional development, emotional support, and feedback mechanisms. Supervisory support is crucial for MHP, regardless of their generational background, as it fosters skill development, enhances job satisfaction, and ensures ethical and effective practice (Chellman, 2022). However, Generation Z and millennials may have unique expectations and preferences when it comes to supervisory support, so a closer examination of this topic is needed. Valenti (2019) recorded that businesses acknowledge the significance of the leader's role in keeping workers' workplace commitment and enhancing staff retention.

Research shows that supervisory support significantly affects job satisfaction among MHP (Perkins, 2020). A supportive supervisor can enhance job satisfaction by supplying clear expectations, constructive feedback, and opportunities for skill development (Nagy, 2023). Supervisors who offer emotional support and recognition can also contribute to increased job satisfaction (Rampen, 2023). However, the specific supervisory behaviors and strategies that resonate most with Generation Z and

millennials in the mental health field require further exploration.

While supervisory support is essential, there are challenges in effectively supporting Generation Z and millennials MHP. These challenges include generational differences in communication styles, preferences for feedback, and expectations for career advancement (Abdul, 2018). Research suggests that supervisors can adopt strategies such as regular and open communication, flexibility in work arrangements, and personalized feedback approaches to address these challenges (Dixon, 2020). Regular feedback and recognition of their contributions are important to younger professionals (Wang, 2022). Employers can implement systems for ongoing feedback and acknowledge accomplishments to boost morale and motivation (Alvarez, 2021).

Charoensukmongkol (2021) investigated whether the influence of supervisor support on employees' perceived uncertainty might be tempered by workplace intransigence, a prevalent climate of opposition to change at the workplace, which was happening during COVID-19. The findings strongly suggest that supervisor support has an influence. Effective leadership and the construction of transparent communication channels are essential elements in fostering corporate loyalty within the Millennial demographic (Kompa,2019). Millennials are highly motivated by the potential for continuous learning and careers in industry (Ngotngamwong, 2020). Resolving stereotypes associated with millennials is critical for fostering a healthy work environment (Bauers,2020).

It is effective to refrain from making broad generalizations about millennials as a demographic due to the extensive variety of unique attributes that define this age group. Prasasti (2020) claimed that millennials do not prioritize personal growth or financial success. Prasasti suggested significant implications for the administration of millennials

in professional settings. Three essential factors determine the significance of labor to Millennials: the degree of equity in its treatment, the equilibrium between remuneration and labor demand, and the equilibrium between the two. Professional assistance and relevance are more highly regarded by millennials than financial wealth and personal development (Chopra & Bhilare, 2020)

It is imperative for managers to give precedence to understanding and accommodating these unique traits rather than relying on preconceived notions. In essence, the Millennial cohort has brought about a substantial transformation in the professional sphere through its profound commitment to joint endeavors, technological progress, preserving a harmonious equilibrium between work and personal life, and personal development. By adopting these modifications, organizations can strategically harness the capabilities of this innovative and heterogeneous cohort and thrive in the dynamic realm of employment (Prasati). Supervisor support is a critical factor influencing job satisfaction across different age groups in the workplace from an emotional standpoint (Pohl, 2017). Among Generation Z and millennials, the presence of supportive supervisors was often associated with increased job satisfaction (Duty, 2022). Younger workers typically value mentorship, feedback, and opportunities for skill development. A supportive supervisor who provides guidance and recognizes their contributions fosters a positive work environment, contributing to a higher level of job satisfaction among these early-career professionals (Lagree, 2023).

In the mid-career stages, typically during the 30s and 40s, supervisor support remained a crucial determinant of job satisfaction (Lee, 2020). These individuals may face increased responsibilities both at work and in their personal lives. The significance of intrinsic motivation and perceived insider status in the link between supervisor

incivility and millennial employee inventiveness was investigated by Liu (2019). Liu found dedicated support for a moderate mediation model. A negative relationship between supervisor incivility and millennial employee creativity was dependent on intrinsic motivation. In a different study, a mediating relationship strengthened job satisfaction for employees with a low level of perceived insider status (Kim, 2019).

A supportive supervisor who understands and accommodates these challenges can positively impact job satisfaction (Talukder, 2019). Supportive leadership that emphasizes work-life balance provides growth opportunities and acknowledges achievements, contributing to the overall well-being and job satisfaction of employees in this demographic. Supervisory support encompasses various aspects of mentorship, guidance, and leadership provided by supervisors to their subordinates (Nabawanuka, 2022). In the context of the mental health field, this support involves clinical supervision, professional development, emotional support, and feedback mechanisms (Upadhaya, 2020). Supervisory support is helpful for MHP, regardless of their generational background, as it fosters skill development, enhances job satisfaction, and ensures ethical and effective practice (Yang, 2020). However, Generation Z and millennials may have unique expectations and preferences when it comes to support, so a closer examination of this topic supervisory is needed (Jensen, 2021). Valenti (2019) recorded that businesses acknowledge the significance of the leader's role in keeping young talent. The next section will discuss types of leaders that the two generations find favorable.

Leadership Styles

Hersey and Blanchard Leadership Styles

Hersey and Blanchard's (1969) situational leadership model is recognized as an exceptionally effective approach for leaders to identify the most suitable leadership styles

and behaviors for different circumstances (Peterson, 2020). The model outlines four specific leadership behaviors, notably distinguishing between directive and supportive strategies. It is suggested that these strategies can be developed incrementally through hands-on experiences and formal education. Leadership plays a pivotal role in shaping the work environment and directly affects the job satisfaction of employees (Alameeri, 2021). Effective leadership fosters a positive workplace culture, clear communication, and a sense of direction, all of which contribute to job satisfaction (Purnomo,2021). When employees feel supported, inspired, and valued by their leaders, they are more likely to find fulfillment in their roles (Astuti,2020).

Leadership might discover their optimal leadership style and actions for any given circumstance in a highly efficient manner using the model developed by Hersey and Blanchard in 1969. (Peterson, 2020). Four behaviours of leadership are included in the Leadership Styles paradigm (Hersey & Blanchard, 1969). Doubly differentiated yet thought to be acquired gradually through educational instruction and experience are the two leadership techniques of support and direction (Kemethofer, 2022). Hersey and Blanchard's model suggests that various situations call for different leadership approaches, and effective leaders must adjust their behaviors to fit the situation (Cinnioğlu, 2020). Consequently, leadership behaviour should align with the work-related and psychological maturity of the individuals being led (Yukl, 2010). Proficient leaders can adapt their behaviors and styles to match the specific strengths and needs of the situation and the people involved (Hersey & Blanchard, 1969). Eyal and Roth (2011) explored the relationship between leadership and motivation in Generation Z and millennials. In their work, they found that motivating Generation Z and millennials is influenced by the leadership style. The use of effective and appropriate leadership styles

can make a difference in job satisfaction (Nazim, 2018). A workplace leader should consider goals for the workplace and individual Generation Z and millennials by looking at using a leadership style that best supports the goals and the needs of their employees (Gabriellova, 2021).

Transformational Leadership Theory

By motivating both leaders and employees to be visionary and to embrace good change in their interactions, the transformational leadership theory exemplifies a style of leadership (Peng et al., 2021). The efficacy of transformational leadership in instigating workplace change has convinced numerous leaders around the world to implement this notion (Andriani et al., 2018). Additionally, by inspiring and motivating their staff, this style of leadership facilitates the achievement of goals and objectives in the workplace, thus creating respectable job satisfaction (Holopainen, 2019). Transformational leaders prioritize the constructive encouragement and development of their subordinates, which constitutes a facet of the four "I's." Transitional leaders establish an autonomous work environment that fosters new thinking and promotes creativity while also granting staff autonomy in decision-making, as opposed to engaging in micromanagement.

In addition to transformative leadership, four more varieties of leadership may be employed. The four "I's" provide the foundation of the transformational leadership style: first, Intellectual stimulation entails fostering novel thought processes and experiences for both one and one's staff; second, Individual Consideration transpires when mentoring and professional development opportunities for employees are provided (Waljee, 2020). Third, inspirational motivation that inspires people to learn and innovate autonomously represents the workplace's mission. Fourth, idealized influence is modeling the intended high-performing conduct that constitutes idealized influence. Transformational leaders

must exhibit ethical and moral conduct to prevent employees from straying from the workplace's aims (Sungu,2018). A transformational leader must possess the fortitude to demand that they adhere to morally established norms and conduct (Ali et al., 2021).

Transactional Leadership Theory

The pervasive application of transactional thinking, orchestrated by transactional leaders, epitomizes an organizational paradigm wherein self-driven personnel, devoid of reliance on upper management or organizational support, find resonance, thus establishing it as the most congruent modality within the prevailing framework. rewards and punishments, a cult of performance, motivation based on "what is in it for me". Operating within a corporate culture, advocating for a directive leadership style, treating management as an anomaly, and adhering to established protocols with an "if it is not broken, do not fix it" mentality (Ali et al., 2023).

Transactional leaders are commonly observed when employees are required to meet a predetermined goal (Ali et al., 2023). Transactional thinking can also be advantageous when the team endeavors to attain precise objectives and outcomes (Purwanto et. al, 2020). This leadership style is most effective with self-motivated employees who do not require inspiration from upper management or corporate leaders. Characteristics of transactional leaders include: 1) attributes of transactional leaders, 2) adherence to the rules, 3) incentives and penalties, 4) a performance cult, 5) engaging in a cultural context, 6) motivation "What are the personal benefits?", 7) administration as an exception, and 8) taking the "If it is not broken, do not fix it" stance (Purwanto et. al, 2020).

Employees' job satisfaction or dissatisfaction can be influenced by the leadership style employed in the workplace. Consequently, the chosen leadership style significantly

impacts the development of workplace culture. and then affect job satisfaction (Long, 2017). Transactional leadership encompasses three distinct forms. First, in passive management by exception, leaders establish goals and intervene only when these goals are unmet, or issues emerge. Second, active management by exception involves the leader continuously monitoring progress and adjusting as necessary. Third, the contingent-reward form requires leaders to clearly communicate expectations, offer praise for successful performance, and provide constructive feedback and suggestions. This latter approach is regarded as the most effective within the transactional leadership paradigm (Abbas, 2023).

Differences in Leadership

Transactional leadership is characterized by its emphasis on resolving issues as they arise, while transformational leadership places problem resolution ahead of its crucial nature (Moss, 2019). Least authoritative leadership styles are more suited for transactional leaders, but transformational leadership is most effective for leaders who possess charisma and influence (Passakonjaras,2020). Millennials did preference a coach kind of supervisor in Valenti, (2019) Notwithstanding their core distinctions, both methodologies provide vital advantages that are basic to advancing constructive transformation and development (Febrian, 2023). Trust, individual dedication, allegiance, assistance, safeguarding, and approval, among other distinctive attributes, are challenging to identify and quantify (Roberts, 2023).

Transformational leadership is more likely to anticipate and resolve issues prior to their critical nature, in contrast to transactional leadership (see figure 1), which reacts to problems as they emerge. Transformational leaders stress fresh ideas and ‘transform’ the workplace culture, whereas transactional leaders operate within the established workplace

culture (Usman, 2020). This leadership enforces workplace standards about rewards and penalties, encourages investment in initiatives, and establishes a more complex internal incentive system. Transactional leaders focus on the self-interest and pursuit of personal benefits of their employees, as opposed to transformational leaders who appeal to group interests and conceptions of workplace success (Guarana, 2022).

In comparison to transformational leadership, which is more strongly associated with leadership, transactional leadership is more akin to an overarching concept of management (Salary, 2019). Transformational leadership goes beyond only rewarding positive conduct, in contrast to transactional leadership (Passakonjaras, 2020). A transformative leader establishes an initiative that inherently inspires positive conduct (Haugen, 2020).

Figure 1

Aspects	Transactional Leadership	Transformational Leadership
Meaning	In this type of leadership, employees are motivated by the employment of rewards and punishments.	An approach of leadership in which the leader motivates employees with charisma and zeal.
Concept	The leader prioritizes relationships with the employees.	The leader prioritizes interpersonal connections with the personnel.
Nature	Responsive	Active
Best for	Busy environment	Unstable environment
Work for	Creation of a workplace culture that already exists	Altering the existing occupational culture
Style	Bureaucratic	Charismatic
How many leaders can there be?	One	Several

Focused on	Planning and implementation	Innovation
Motivational tool	Illustrate backing by assigning them a priority.	To generate support, prioritize the organization's objectives.

By extension, the implementation of transformational leadership influences employees to perceive the corporate culture as more innovative as it comes to the younger generation of employees coming up (Haugen, 2020).

Millennials and Generation Z

The newest generation to enter the workforce is Generation Z. Any person born after 1996 is a member of this generation (Pew Research Center [PRC], n.d.). Generation Z brings a unique set of characteristics that are reshaping the dynamics of modern workplaces. Understanding the impact of Generation Z in the workplace is vital for businesses looking to thrive in this rapidly evolving landscape. The atmosphere of work is viewed as the most crucial component for businesses to consider boosting employee job satisfaction (Taheri, 2020). The staff must be kept productive, effective, and efficient, which can only be done by supplying a variety of amenities to preserve the institution's ongoing upward advancement (Taheri, 2020).

A pleasant working environment is the workers' primary necessity (Taheri, 2020). As a result, businesses and institutions give improving workplaces a high priority to support the steady workforce that is required for the smooth execution of their operations (Taheri, 2020). Taheri (2020) found that improving the working environment must be a top priority if job satisfaction is to increase.

Generation Z are digital natives who have grown up in a world dominated by

technology (Shabib,2021). Their ability to navigate digital tools and platforms is unmatched, making them invaluable in the ever-expanding digital economy (Hernandez, 2020). This generation's strong connection to technology also means they seek flexibility in their work arrangements, often favoring remote or hybrid work options (Hernandez, 2020). To accommodate Generation Z's tech-savvy nature, organizations need to provide the latest technological resources and adapt to their digital preferences (Szymkowiak, 2021).

Another significant characteristic of Generation Z is their commitment to diversity and inclusivity. According to researchers, Generation Z is distinguished by its independence, openness to diversity, and flexibility (Racolta-Paina & Irini, 2021). This generation is highly aware of social issues and is passionate about promoting equality in the workplace. They value diverse perspectives and expect their employers to foster an inclusive environment. Organizations that prioritize diversity and inclusion initiatives are more likely to attract and retain Generation Z talent as they seek workplaces that align with their values (Racolta-Paina & Irini, 2021).

Generation Z also shows a strong entrepreneurial spirit and a desire for individuality. They are more likely to pursue other jobs, such as freelancing or entrepreneurship, alongside their traditional jobs. Employers can tap into this entrepreneurial mindset by providing opportunities for innovation and creativity within the organization, encouraging intrapreneurship, and giving Generation Z employees the freedom to explore their ideas (Lam, 2023). Grow (2018) discussed the differences from past generations. Generation Z is entering the workforce with a distinct set of personal and professional expectations (Paina, 2021).

Civic Engagement

Generation Z and millennials have cultivated an increased propensity for civic participation (King, 2022). They are less selfish and more communal (King, 2022). They seek importance in a broader context (King, 2022). They participate in environmental and social advocacy (King, 2022). Their primary focus is on implementing transformative measures for climate change and social justice (King, 2022). They are more interconnected on a worldwide scale due to the advent of the internet (Serbanescu, 2022).

Additional direction, structure, oversight, criticism, and a clearly defined aim are what Generation Z and millennials seek (Lierop, 2023). They possess exceptional multitasking abilities, approach challenges from several creative standpoints, derive enjoyment from experimentation and generate innovative resolutions (Clark & Schwerha, 2020). This technique may produce a workforce that is more adept at responding to the constantly changing demands of the modern labor market, owing to its flexibility and dynamism (Herold, 2019). Workplaces that recognize and support these aspirations may be able to attract and retain young talent more effectively (Gawda & Korniluk, 2022).

Despite the commencement of research to debunk several misunderstandings around Generation Z and millennials in the workplace, Omilion-Hodges and Sugg (2019) contended that there is still a dearth of knowledge regarding millennials compared to preceding generations. Academics have been published extensively on Generation Z and millennials, but the perspective of the millennial generation has been comparatively underrepresented (Kurzs, 2019). Research trends suggest that by 2025, millennials will make up seventy-five percent of the worldwide labor force and have developed a greater inclination towards civic engagement and activity (Sugg & Omilion-Hodges, 2019). They are more communal and less individualistic; they strive for significance in a broader context (Sugg & Omilion-Hodges) Their concerns revolve around effecting change in the

areas of social justice and climate change (Sugg & Omilion-Hodges). From a global standpoint, their interconnectedness has increased significantly because of the internet (Sugg & Omilion-Hodges).

Generation Z and millennials seek importance within a larger context and are less individualistic and more community-oriented, looking for more mentoring, structure, oversight, criticism, a clear goal, structure, and mentoring (Sugg & Omilion-Hodges). They can multitask, approach tasks from several creative viewpoints, enjoy experimenting and find innovative ways to solve problems (Clark & Schwerha, 2020). This approach can lead to a more dynamic and adaptive workforce that is better prepared for the ever-changing demands of the modern job market. Employers who recognize and support these aspirations can attract and retain millennials' talent more effectively.

According to Omilion-Hodges and Sugg (2019), even though research has started to debunk many myths about millennials in the workplace, there is still a research gap between the millennial cohort and their forebears. Academic researchers have written many studies about this generation, but little of it has come from the perspective of the actual millennial group (Prakash, 2021). According to study trends, by 2025, Ms will account for 75% of the world's workforce (Omilion-Hodges & Sugg, 2019).

Telecommunication

Generation Zs are marked by their familiarity with technology and as a generation that came of age during the 2008 fiscal crisis, instilling a sense of financial precarity (Lierop,2023). They are also known for valuing experiences, diversity, and work-life balance (Drewery, 2023). Generation Zs are digital natives, having grown up in a world dominated by technology. Their ability to navigate digital tools and platforms is unmatched, making them invaluable in the ever-expanding digital economy. This

generation's strong connection to technology also means they seek flexibility in their work arrangements, often favoring remote or hybrid work options. Workplaces need to provide the latest technological resources and adapt to their digital preferences to accommodate Generation Z's tech-savvy nature.

Generation Z grew up in a fully digital age, with smartphones, social media, and instant access to information) Ahmed,2019). They are characterized by their progressive attitudes toward social justice issues, an ardent desire for individual expression, and an emphasis on online communities (Lees, 2022). Ardi (2021) studied that many staff were unable to work as usual, and some have been forced to take time off. There was an influence on job performance and the role of counselors in improving mental health. Both generations displayed resilience in the face of adversity (Elkhatib, 2023). They embraced online communities, engaged in activism, and sought creative outlets to cope with stress. However, these coping mechanisms were not universally effective and sometimes masked underlying mental health issues (Kumar, 2019). The long-term effects of the pandemic on Generation Z and millennials are still unfolding.

These generations may carry the mental health scars of this crisis into their future, influencing their career choices, relationships, and overall well-being (Kumar, 2021). During the lockdown, the impact of stress and job performance on employees' life happiness was investigated. Kumar found that role overload, lifestyle choices, and occupational difficulty were all significant predictors of lockdown distress. Job performance was unaffected by role overload or lifestyle choices (Kumar, 2021). The most significant factor influencing job performance was stress (Kumar, 2021). Life happiness has decreased due to increased suffering and poor job performance (Kumar).

As workplaces navigated the challenges, the effectiveness of leadership and the

implementation of supportive policies became crucial for job satisfaction across all age groups (McCoy,2021). Companies that demonstrated empathy, flexibility, and proactive measures to address the diverse needs of their workforce contributed positively to job satisfaction. Brault (2023) examined that many MHPs switched to a telework paradigm of care and began working from home (WFH). It is unknown how WFH affected the job satisfaction and stress levels of younger female healthcare employees. Brault learned more about the impact of WFH on job satisfaction and stress among female healthcare workers. Female respondents reported that WFH increased their ability to feel safe, reducing overall stress, and did not interfere with work efficiency when compared to male respondents.

Biblical Foundations of the Study

The Bible supplies principles and teachings that can be applied to understanding how job satisfaction affects Generation Z and millennial employees. While the Bible does not explicitly mention these generational cohorts, its teachings on work, contentment, and relationships can offer valuable insights into their job satisfaction. The Bible mentions the importance of relationships and community. Proverbs 27:17 states, "As iron sharpens iron, so one person sharpens another." Generation Z and millennials may value workplaces that foster positive relationships and a sense of belonging. The Bible teaches that work is a God-given calling. Colossians 3:23-24, it says, "Whatever you do, work at it with all your heart, as working for the Lord, not for human masters." This perspective can guide Generation Z and millennials to find purpose and meaning in their work. It is a powerful verse that emphasizes the transformative nature of true friendship. This verse captures the essence of how meaningful relationships can help individuals grow, evolve, and become better versions of themselves. In this verse, the imagery of iron sharpening

iron is vivid and profound. It illustrates the idea that just as two pieces of iron rubbing against each other result in both becoming sharper, so too do the interactions between friends lead to personal growth and refinement.

One of the foundational principles for personal growth in the workplace is integrity, which is deeply rooted in the Bible. Proverbs 11:3 states, "The integrity of the upright guides them," emphasizing the importance of honesty and moral character. In our workplaces, we should strive to ethical conduct, be truthful in our interactions, and fulfill our commitments. Upholding integrity not only helps us grow individually but also builds trust and credibility among our colleagues and superiors. The concept of transformational leadership, exemplified by Jesus Christ, is a powerful biblical principle that can guide personal growth in the workplace. In Corinthians 2:18, Jesus teaches, " And we all, with unveiled face, beholding the glory of the Lord, are being transformed into the same image from one degree of glory to another. For this comes from the Lord who is the Spirit." This perspective encourages us to lead by serving others, putting their needs ahead of our own.

By embracing transformational leadership, a person can develop qualities such as humility, empathy, and compassion, which foster personal growth and contribute to a harmonious workplace environment. Workplace conflicts are inevitable, but how we handle them can significantly affect our personal growth. The Bible teaches us about forgiveness and reconciliation. In Matthew 5:23-24, Jesus encourages us to reconcile with others before offering our gifts at the altar. This principle reminds us of the importance of resolving conflicts and seeking forgiveness when necessary, allowing us to grow in maturity and keep healthy relationships in the workplace.

Another powerful biblical quote was one found in Exodus 18:17–18 in the Bible

presents an account where Moses, the leader of the Israelites, is overwhelmed by the weight of his responsibilities in judging and resolving disputes among the people. His father-in-law, Jethro, observes this situation and offers advice, suggesting that Moses' current approach is unsustainable and will lead to burnout. The passage reads: "17 Moses' father-in-law replied, 'What you are doing is not good. 18 You and these people who come to you will only wear yourselves out. The work is too heavy for you; you cannot handle it alone.'" Moses, in his role as a leader, is experiencing burnout due to the excessive workload and the emotional toll of dealing with the people's conflicts. Jethro's advice reflects an understanding that chronic stress and exhaustion in one's work can lead to negative outcomes, not only for the individual but also for the effectiveness of the entire team or organization.

In the context of burnout and job satisfaction, this biblical passage highlights the importance of recognizing and addressing the factors contributing to burnout. Job satisfaction often diminishes when individuals feel overwhelmed, overworked, and unable to handle the demands of their roles. Burnout can result from a mismatch between the demands of the job and the resources available to cope with those demands. The advice given by Jethro suggests that finding a balance, delegating responsibilities, and creating a support system are crucial for preventing burnout and promoting overall job satisfaction (Joshi, 2020). In modern workplaces, leaders can draw parallels from this biblical story by acknowledging the limitations of individuals, fostering a supportive environment, and implementing strategies to prevent burnout. Recognizing signs of burnout, providing resources for stress management, and encouraging a healthy work-life balance are essential components of creating job satisfaction and ensuring the well-being of employees.

Summary

Two main concepts were developed through this literature discussion. The first is that there has been several research on the motivation, rewards, and behavior of Generation Z and millennials. As seen from the literature study, the fundamental concepts of this book have been interpreted from various perspectives. This section provided the theoretical framework for the study by describing the historical context of the biblical integration, its relevance to the subject of study, and a review of scholarly and professional literature. The infrastructure needed to move on with the approaches to examine the relationship between Generation Z and millennials and how job satisfaction levels can vary among MHP employed by the federal government was built in this part. If the most appropriate leadership styles are used, an employer can have a direct impact on a beginning Generation Z and millennials desire to stay in the profession. The nature of leadership support is not specified, but it can be assumed that support can come from feedback, observation, and support. It can also be informal. Details pertaining to the implementation of the study methodologies and design will be presented in the following section, chapter 3. The population and sampling, data collecting, data analysis, reliability, and validity are all covered in this section.

CHAPTER 3: RESEARCH METHOD

Overview

The selection of this phenomenological approach for a qualitative study exploring comparing job satisfaction among Generation Z and millennial professionals in the mental health field is underpinned by the method's inherent focus on understanding and interpreting individuals' subjective experiences Austin (2014). Job satisfaction is a complex and multifaceted phenomenon influenced by a myriad of factors, including personal values, work environment, and generational perspectives Hays (2014). As a research method, phenomenology was well-suited to explore participants' lived experiences making it ideal for exploring the subjective aspects of job satisfaction. In the context of the mental health field, where the nature of work is often complex and emotionally charged, a phenomenological study allowed this research to capture the unique perspectives, perceptions, and emotions of these younger generations.

By employing phenomenology, this research viewed the specific factors that contribute to or hinder job satisfaction, exploring the daily encounters, challenges, and meaningful moments in the workplace, in this instance work-life balance and supervisory support. This approach is particularly relevant for understanding the expectations, values, and motivations of Generation Z and millennials, who may bring distinct perspectives to their roles in the mental health field of study. Phenomenology enables this research to uncover the deeper meaning individuals attach to their experiences, shedding light on the intricacies of their professional lives (Neubauer, 2019). The findings from this phenomenological study will provide valuable qualitative data, offering a holistic and context-rich understanding of job satisfaction among these generations in the mental health field, contributing significant insights to the existing body of knowledge. The two

generations brought distinct values and preferences to the workplace, and phenomenology allows for the exploration of these factors in relevancy for their experiences. By employing open-ended interviews, observations, and reflective analyses, a phenomenological approach enables research to capture the essence of how these individuals in the mental health field uniquely navigate and derive satisfaction from their work and how it is working for them in their life.

The choice of phenomenology aligns with the recognition that generational differences may contribute to diverse perspectives on work and job satisfaction. Generation Z and millennials individuals have distinct sociocultural backgrounds and have been shaped by different historical and technological contexts Lierop (2023) and Zachara, M. (2020). Phenomenological emphasis on understanding these subjective realities provides a platform for exploring how societal changes, technological advancements, and evolving workplace structures impact the job satisfaction of mental health professionals across generations as Robertson (2023) stated regarding how the coronavirus has altered our world. Through this qualitative lens, researchers can gain a deeper understanding of the motivations, challenges, and sources of fulfillment for each generational group, contributing to a comprehensive and contextually rich analysis of job satisfaction in the mental health field.

The phenomenological approach allows for the exploration of commonalities and variations in the lived experiences of Generation Z and millennials professionals. By delving into the rich details of their perceptions and attitudes towards job satisfaction, researchers can uncover patterns and themes that may inform organizational strategies, training programs, and policy recommendations tailored to the specific needs and expectations of each generation within the mental health workforce. The

phenomenological approach serves as a valuable tool for unveiling the intricate tapestry of subjective experiences that shape job satisfaction among mental health professionals, thereby enhancing our understanding of the dynamic interplay between generational influences and workplace contentment in this critical field.

Research Questions

RQ1: How do Generation Z and millennials mental health professionals perceive job satisfaction?

RQ2: How do Generation Z and millennials working in the mental health field describe factors related to their job satisfaction?

RQ3: How do Generation Z and millennials perceive supervisory support and how they affect their job satisfaction?

RQ 4: How do Generation Z and millennial mental health professionals perceive work-life balance and its effect on job satisfaction?

Research Design

To address the experience gap between Generation Z and the older millennial generation in qualitative terms, this study will employ a phenomenological design. This approach will describe the shared experiences and common meanings of several individuals, aiming to identify emerging trends within mental health organizations. The use of a phenomenological study to evaluate job satisfaction levels among Generation Z and millennials in the mental health profession is well warranted, given its alignment with the research's objective and potential for important findings. Phenomenology, as a qualitative research methodology design, provides a methodological framework for understanding people's lived experiences and subjective perceptions. This technique is particularly appropriate in the context of investigating job satisfaction because it allows

for a thorough and nuanced examination of the various elements that influence the satisfaction levels of mental health practitioners from these age groups. The primary objective of this design is to reflect the essence of the real-life experiences of mental health professionals as they consider how they might enhance their job satisfaction. With a semi-structured interview and open-ended questions about job satisfaction, the goal of this research design is to evaluate potential shared information of experience of those individuals that are Generation Z and millennials.

In addition, because job satisfaction is a common experience in the population, and the concepts given will decrease the requirement for an immense number of samples that have previously been established quantitatively, this study will apply a qualitative phenomenological approach. This provides strength to the study because interviews allow participants to think about the interview questions through dialogue rather than filling out self-report measures, which limit the collection of lived experience of the participants.

Participants

For this qualitative research study, the participant selection process focused on recruiting 12 or more mental health professionals (therapists, psychiatrists, psychiatric nurse practitioners, behavioral techs, and licensed clinical social workers) from mental health facilities in Southwest Missouri. The study engaged participants within the age brackets of Generation Z and millennials who are mental health professionals. The goal was to recruit half of the participants as millennials and half as Generation Z. A sample size of 17 participants, comprising both females and males, took part in the study.

Following the acquisition of official approval from the Institutional Review Board (IRB), I conducted site visits at mental health facilities situated in the Southwestern Missouri region, meticulously selected as the primary locus for participant recruitment owing to

their steadfast dedication to furnishing holistic and specialized mental health services.

This strategic selection was underpinned by the presence of Generation Z and millennial clinicians, whose expertise and engagement within the field rendered these facilities particularly germane to the research objectives. This approach aimed to capture the unique perspectives, challenges, and experiences of younger adults who are professionals in the field. The participant selection process adhered to ethical guidelines, emphasizing informed consent, confidentiality, and respect for the diverse backgrounds and needs of the Generation Z and millennial population within the mental health professional field. I began by establishing collaboration and obtaining approval from the respective facilities through their HR departments, ensuring alignment with ethical guidelines and regulations.

I developed a presentation message that introduced the research study's goal and explained why I needed to use the specified demographic ages for this qualitative study, emphasizing its significance and potential contributions to the mental health field and the outlook of employers in attracting a younger generation of workers. I shared the confidentiality measures in place and addressed any concerns participants had. I distributed written materials, such as consent forms, and was prepared to answer questions before and after each interview to address concerns.

Inclusion Criteria

Participants had to belong to either the Millennial generation (born between 1981 and 1996) or Generation Z (born between 1997 and 2012) to be eligible for inclusion. Individuals outside the specified age range for Generation Z and millennials were excluded from the study. Participants had to be active in the mental health field, including roles such as psychologists, counselors, therapists, clinicians, psychiatrists, primary care

physicians, peer specialists, and behavioral health technicians. Individuals who had not worked in the mental health field or those without direct experience in mental health-related roles were not eligible. The research included individuals with at least 6 months of work experience in the mental health field to ensure they had sufficient exposure to the work environment in the Southwest Missouri area.

Recruitment Process

The primary strategy was convenience sampling, which began with recruitment through contacting (email/phone call) the human resource departments (HR) for the mental health facilities in Southwest Missouri. I specifically shared recruitment messages with the HR department's forums for mental health practitioners to conduct interviews via Zoom. In these postings, I presented a summary of the study, its purpose, and the importance of including participants from the Generation Z and Millennial age groups. Importantly, I discussed with HR administrators at the mental health facilities that all recruitment positions would carefully follow the companies' policies on informed consent protocol, confidentiality, employee rights, professional boundaries, ethical standards, and gaining research approval from the said companies.

Study Procedures

The study sought Institutional Review Board (IRB) approval to collect data, and after receiving it, participants were given a detailed introduction to the study, its goals, and its significance. An informed consent form was administered either by email or paper copy, outlining the purpose of the study, potential risks, benefits, and assurances of confidentiality. Participants had the chance to ask questions, and their voluntary agreement was obtained through a signed consent form. Participants were assured that any information shared during the study would be kept strictly confidential. The virtual

interviews included open-ended questions from myself, and I provided the participants the time to articulate their feelings, challenges, and sources of satisfaction in their own words. The overall time limit for each interview was 60 minutes. I began by establishing rapport, emphasizing the importance of participants' insights in shaping the study's findings. Introducing the topic, I inquired about the overarching concept of job satisfaction, inviting participants to share their interpretations and definitions. I used to probe techniques, including follow-up questions and requests for examples, to deepen understanding and elicit responses. Throughout the discussion, I remained attentive to participants' cues and emotions regarding each job satisfaction area of concern in this research.

Instrumentation and measurement

Qualitative research measures were conducted by using open-ended questions to offer more flexibility to participants and discover more information about their job satisfaction and how it was affected by work-life balance and supervisory support/leadership on mental health professionals. The research began with open-ended questions and then narrowed to help highlight common opinions or emotions found in their answers. Data collection was done through interviews with each of the 17 participants. An emphasis was placed on the necessity for openness and flexibility to thoroughly explore the diversity and complexity of experiences of each participant using the interviewee's own codes (Langley, 2020). Integrating a unique human experience into the data collection process allowed participants to feel at ease and let the researcher build rapport with them (Archibald, 2019).

The open-ended interview process allowed participants to express themselves fully and offer a wider range of details and information. The questions that guided the

interviews were in Appendix C. In addition, clarifying questions were asked depending on the participant's answers to the guiding questions to obtain an in-depth understanding of their answers. Because the interviews were open-ended, participants had the option to be more creative in their experience and how they shared details than with closed-ended questions. By using a small sample size, this research study had more time and attention for each participant to gather details of their perceptions. Qualitative research was beneficial because it allowed the researcher to notice beliefs, experiences, and points of view (Sutton, 2015). It was also helpful to the participants to have a qualitative research approach if questions were too stressful, also beneficial for this research purpose to interview and record the changes that occurred when the participants reacted to specific questions or their reluctance to answer those questions through field journaling. This helped to pose future questions that could be asked for future clarification of millennials and Generation Z mental health professions and address possible issues in job satisfaction.

Using qualitative data, these results were easier to comprehend from a narrative view and helped organizational leaders be more strategic in how they managed supervisors in leadership training. This, in turn, assisted managers in understanding the need to be more connected to those mental health professionals who belonged to the millennial and Generation Z groups that they supervised, thereby helping them manage work-life balance. This resulted in an increase in work-life balance in their companies.

Data Analysis

The semi-structured interviews for this study will be conducted through virtual Zoom meetings, accommodating participants' schedules as needed. Digital recording devices will be employed during these interviews, enabling the researcher to revisit key

themes noted by participants. Open-ended questions, supplemented by follow-up queries, will form the basis of the interview structure, allowing for the emergence of diverse points of interest organically. The study's data collection technique will be to capture the processes of individuation within the phenomenon of job satisfaction through in-depth interviews, emphasizing qualitative insights over quantitative measures. All gathered data will be meticulously recorded to help systematic analysis and identification of patterns or themes. Given the inherently subjective and individual nature of job satisfaction. The survey guide includes open ended questions designed to explore themes related to work-life balance leadership/supervisor support, and the impact of job satisfaction (see Appendix C). The qualitative survey complements the quantitative survey data by providing a deeper understanding of the factors influencing job satisfaction of those millennial or generation Z participants.

A reflexive thematic analysis developed by Braun and Clarke (2022) was used to familiarize, list, and review the experiences individuals' participants shared when they discussed their interpretation of job satisfaction. This approach acknowledged that individuals may have nuanced and varied perspectives on how job satisfaction affected them. By employing Braun and Clarke's approach, the research uncovered the rich and personal narratives that may have been overlooked in more conventional, objective assessments of job satisfaction.

I initiated this experiment by thoroughly reviewing the data several times and getting to know its subtleties so that I could fully understand its depth. Next, I began the process of creating the first codes, in which I tagged portions of the data with concepts or patterns that I was discovering. This helped me identify overarching themes when I examined the data to find patterns and connections. I went through a rigorous review and

refinement process as themes started to appear to ensure they accurately captured the substance of the data and continued to be in line with my research goals. As I combined the themes, I gave them names and definitions, providing brief explanations that captured the main concepts each theme stood for. Lastly, I wrote up my analysis, combining relevant statements or data snippets to create a cohesive story that highlighted the findings and provided perceptive interpretations that placed the findings in the context of the larger body of research. Thus, the theme analysis method developed by Braun and Clarke gave me a methodical way to dissect and comprehend the complex web of qualitative data in my proposal.

Summary

The data collection on job satisfaction among mental health professionals within the Generation Z and millennials cohorts revealed insightful trends and preferences. Through virtual interviews, it was observed that these younger generations prioritized workplace environments that fostered a healthy work-life balance, offered opportunities for professional growth and skill development, and emphasized the importance of mental health support. Compared to earlier generations, Generation Z and millennials showed a greater inclination towards workplaces that embraced technological advancements, flexible work arrangements, and a sense of purpose in their roles (citation). Understanding these generational nuances was crucial for mental health organizations and employers to tailor strategies that enhanced job satisfaction, retention, and overall well-being among mental health professionals.

Delimitations, Assumptions, and Limitations

Delimitations

In the Mental Health Field, it encompasses specific boundaries and constraints

that shape the research's scope and applicability. Geographically, the study will focus on mental health professionals operating within Southwest Missouri potentially limiting the generalizability of findings beyond those areas. This research targets specific professions within the mental health sector, such as psychologists or counselors, and specific work environments, thereby excluding other mental health occupations and settings from analysis. Cultural and language factors may also influence the study's applicability to diverse cultural contexts, while ethical considerations regarding participant confidentiality and informed consent pose further constraints.

Assumptions

It is presuming that job satisfaction is a pertinent and measurable construct within the mental health profession, with Generation Z and millennials representing distinct demographic cohorts whose perspectives may significantly influence workplace contentment. It assumes that job satisfaction is subject to variation across generations due to unique societal, technological, and cultural influences shaping the experiences and expectations of mental health professionals. Moreover, the research assumes that Generation Z and millennials within the mental health field share commonalities and differences in their job satisfaction determinants, which can be elucidated through empirical investigation. The study presupposes that valid and reliable methods exist to assess job satisfaction among mental health professionals across generational cohorts, acknowledging the complexity and multifaceted nature of this construct.

Limitations

In sample size, participant selection criteria, and measurement tools could affect the study's overall representativeness and validity. Methodological considerations, such as the chosen research design and timeframe, may constrain the ability to capture broader

trends or changes in job satisfaction over time. By delineating these delimitations, researchers provide clarity on the study's boundaries and potential limitations, thereby enhancing its methodological rigor and interpretive reliability within the specified context.

CHAPTER 4: FINDINGS

Overview

This phenomenological study investigated the perceptions of job satisfaction among Generation Z and Millennial mental health workers with at least six months of experience in the field. The study involved seventeen mental health employees and was conducted between April and May 2024. Data collection utilizes open-ended, semi-structured online interviews as the primary source of information. During these interviews, detailed notes were taken to ensure the validity of data analysis. Additionally, member checking was employed to validate the accuracy of participants' responses, as detailed in Appendix E of the study.

Interviews typically lasted between 30 to 45 minutes allowing for in-depth exploration of participants' perspectives on job satisfaction, particularly focusing on their experiences with work-life balance. Open-ended questions were used strategically to elicit detailed feedback and insights into how participants manage the demands of their work and personal lives. This approach aimed to capture rich, nuanced data that could provide a comprehensive understanding of the factors influencing job satisfaction among younger mental health professionals. Job satisfaction among mental health professionals is essential for delivering high-quality care and ensuring the well-being of both practitioners and clients.

Today's mental health field, which is shaped by evolving treatment methods, changing patient demographics, and technological advancements, the factors that influence job satisfaction have become increasingly multifaceted (Graham, 2019). Key among these factors are work-life balance and supervisory support, which significantly impact the job satisfaction of mental health professionals (Nabawanuka, 2022), especially

those from the Millennial and Generation Z cohorts (Rampen, 2023).

Although previous research has shown the importance of work-life balance and supervisory support in promoting job satisfaction, few studies have specifically explored their effects on Millennial and Generation Z mental health professionals. These generational groups have distinct characteristics and preferences, such as a strong emphasis on work-life balance, technological proficiency, and a desire for supportive leadership. Therefore, it is necessary to investigate how work-life balance and supervisory support influence job satisfaction within this demographic. Understanding the experiences and perceptions of Millennials and Generation Z in the mental health workforce is vital to addressing the challenges and leveraging the opportunities presented by their integration into the field.

The purpose of this qualitative phenomenological research study was to explore how managers and supervisors could create an environment that maintains job satisfaction among Generation Z and Millennial mental health professionals, with a specific focus on work-life balance and supervisory support. To achieve this, I conducted interviews with 7 Generation Z individuals and 10 Millennials, aiming to understand their perceptions and experiences related to job satisfaction within the mental health field. To protect participants' identities, I used code-abbreviated names throughout the study. The interview process was designed to be both efficient and thorough, with each session lasting between 15 and 30 minutes. The questions were crafted to encourage in-depth responses, allowing participants to reflect on their personal experiences and provide detailed insights. These interviews provided a comprehensive understanding of how job satisfaction is perceived and influenced by various factors, particularly supervisory support and work-life balance.

The research questions that guided the interviews were:

- **RQ1:** How do Generation Z and Millennials mental health professionals perceive job satisfaction?
- **RQ2:** How do Generation Z and Millennials working in the mental health field describe factors related to their job satisfaction?
- **RQ3:** How do Generation Z and Millennials perceive different supervisory support and how do they affect their job satisfaction?
- **RQ4:** How do Generation Z and Millennial mental health professionals perceive work-life balance and its effect on job satisfaction?

Through the interviews, both Generation Z and Millennial participants expressed a clear preference for a mentorship/transformational style of leadership. They believed that having a supportive mentor who guides them in the right direction, rather than micromanaging, was crucial for their job satisfaction. Participants highlighted that feeling supported without being overly supervised allowed them to thrive in their roles and maintain a healthy work-life balance. This data collection method provided rich qualitative insights into the factors that contribute to job satisfaction among young mental health professionals.

The data collection process involved conducting concise yet in-depth interviews with a diverse group of Generation Z and Millennial mental health professionals. The insights gathered from these interviews are expected to offer valuable contributions to understanding how job satisfaction can be enhanced through effective supervisory support and a balanced approach to work-life integration.

Descriptive Results

In the descriptive results section of this study, the demographics of the sample revealed a notable gender imbalance, with 1 nonbinary participant, 14 females and 2 males participating in the research. This gender distribution reflects a common trend in the mental health field, where women are often overrepresented compared to men. Furthermore, among the participants, 11 individuals were categorized as Millennials, while 6 belonged to Generation Z. This generational breakdown provided a diverse representation of mental health professionals from different age groups, allowing for a comprehensive exploration of job satisfaction, work-life balance, and supervisory support across multiple generations. The demographic composition of the sample shows the importance of considering gender and generational differences when examining job satisfaction and related factors within the mental health workforce. Understanding how these demographic variables intersect with professional experiences and perceptions can offer valuable insights into the unique challenges and opportunities faced by individuals from different backgrounds and age groups.

Participants

This study on job satisfaction among Generation Z and Millennials in the mental health field involved a diverse group of participants to ensure a comprehensive understanding of the factors influencing their job satisfaction. I selected participants who were recruited from various mental health settings, including hospitals, private practices, community health centers, and non-profit organizations. The inclusion criteria required participants to be either from Generation Z (born between 1997 and 2012) or Millennials (born between 1981 and 1997) and currently employed as mental health professionals, such as psychologists, counselors, social workers, Behavioral health tech and therapists.

A total of 17 participants were included in the study, with 7 from Generation Z

and 10 from the Millennial cohort. The recruitment process utilized purposive sampling to ensure representation from different geographical locations, professional roles, and work settings. Efforts were made to achieve a balance between generation Z and millennials. The average age of Generation Z participants was 21, while the average age of Millennial participants was 34. The study also aimed to include participants that have over 6 months of professional experience in the mental health field.

Participants were contacted via professional networks through HR offices, and mental health organizations. Informed consent was obtained from all participants, and they were assured of the confidentiality and anonymity of their responses. The demographic information collected included age, gender, professional role, years of experience, and type of work setting (Private practice, University college, Substance use disorder Facility (SUD), Crisis center). This diverse and representative sample allowed for an in-depth exploration of job satisfaction factors specific to Generation Z and Millennials in the mental health profession.

Table 1*Participant Demographics*

Participants	Gender	Millennial / Gen Z	Years/Months of Experience	Role	Workplace Setting
P1	F	M	2 years	PLPC	College
P2	F	M	4 years	LCSW	SUD Facility
P3	F	M	3 years	LCSW	SUD Facility
P4	F	M	13 years	LCSW	Private practice
P5	F	GZ	3 years	BT	SUD Facility
P6	F	GZ	3 years	Therapist	SUD Facility
P7	F	M	2 ½ years	LPC	Private practice
P8	F	M	3 years	BT	SUD Facility
P9	F	GZ	1 ½ year	PLPC	Private practice
P10	F	M	6 years	PLPC	Crisis center
P11	F	M	10 years	LPC	Private practice
P12	M	M	12 years	LPC	Private Practice
P13	F	GZ	6 months	BT	SUD Facility
P14	F	GZ	6 years	Therapist	SUD Facility
P15	F	GZ	7 months	BT	Behavioral facility
P16	M	GZ	10 months	BT	SUD Facility
P17	B	GZ	4 years	BT	Crisis center
P18	F	M	9 months	Counselor	SUD Facility

The research conducted employed open-ended interview questions as a cornerstone of its data collection process, aiming to delve deeply into the perspectives and experiences of mental health professionals from Generation Z and Millennials. These questions were carefully crafted to encourage participants to share their insights and narratives freely, enabling a nuanced exploration of the multifaceted factors that influence job satisfaction, work-life balance, and supervisory support/leadership within

the mental health field. By prioritizing the use of open-ended questions, the study sought to capture the authentic voices and lived experiences of individuals from these specific generational cohorts.

Discussion

During the interviews with generation Z and Millennial participants in the mental health field, several clarification and follow-up questions were employed to ensure a comprehensive understanding of their perceptions of job satisfaction, work-life balance, and supervisory support. These questions helped to identify the nuances of their experiences and provided deeper insights into the key themes identified in the study.

Clarifying questions about work-life balance included: "Can you provide an example of how your current work schedule impacts your personal life?" and "How do you manage your time between work responsibilities and personal commitments?" Follow-up questions such as "You mentioned the importance of flexible scheduling. How does this flexibility affect your job satisfaction?" and "In what ways does remote work help or hinder your ability to balance work and life?" were also posed. These questions aimed to gather specific examples and deeper insights into how work-life balance is perceived and managed. Participants often highlighted the importance of flexibility and remote work options, which directly contributed to their overall job satisfaction by reducing stress and allowing better integration of work and personal life.

Regarding supervisory support, clarifying questions included: "Can you describe a situation where your supervisor provided significant support?" and "What type of feedback do you find most helpful from your supervisor?" Follow-up questions such as "How does the support you receive from your supervisor influence your motivation and job performance?" and "You mentioned needing more communication from your

supervisor. What kind of communication would be most beneficial?" were also asked. These questions helped to clarify the specific forms of supervisory support that participants valued, such as emotional support, practical assistance, and constructive feedback. The follow-up questions further explored the impact of these support types on job satisfaction and work performance, emphasizing the need for empathetic and communicative supervisory relationships. By employing these clarification and follow-up questions, the study was able to gather detailed and specific information, which enriched the understanding of how work-life balance and supervisory support affect job satisfaction among generation Z and Millennial employees in the mental health field.

This approach allowed for a thorough examination of the various factors shaping job satisfaction, work-life balance, and supervisory support/leadership, highlighting both common themes and unique insights. Through careful analysis of participant responses, the study aimed to uncover key patterns and themes, shedding light on important considerations for supporting the well-being and professional development of younger mental health professionals.

By examining the responses provided by participants in their own words, the study aimed to uncover insights into the unique challenges, motivations, and preferences of mental health professionals in these younger generations. This emphasis on capturing participants' authentic voices and narratives allowed for a deeper understanding of the complex interplay between individual experiences, organizational dynamics, and broader societal trends. Through this qualitative approach, the research sought to contribute to a more nuanced understanding of the factors that shape job satisfaction and overall well-being among Millennials and generation Z individuals in the mental health field.

The use of open-ended interview questions facilitated a comprehensive

exploration of the experiences and perspectives of mental health professionals from generation Z and Millennials. By allowing participants to share their stories and insights in their own words (Table 2) regarding work-life balance and supervisory support is form them, the study was able to uncover valuable insights into the unique challenges and opportunities facing younger professionals in the mental health workforce. These findings offer important considerations for supporting the well-being and professional development of Millennials and generation Z individuals, ultimately contributing to a more supportive and fulfilling work environment within the mental health field.

Theme Development

In this section, I present the study's findings derived from the demographic questionnaire, interviews, and responses to the central research question and sub-questions. Given the absence of a standardized approach to writing the results section of a phenomenological qualitative research study (Creswell & Poth, 2018), I utilized predetermined codes to develop corresponding themes (see Table 3). These themes are the structure of the presentation of findings. Each step is introduced with related findings in both narrative and tabular formats. Theme development for this study incorporated narratives and data extracted from the demographic questionnaire and interviews, as detailed below.

The data collected from the semi-structured interviews with generation Z and Millennial mental health professionals provided rich insights into their job satisfaction and experiences with supervisory support. Initial codes were developed based on recurring concepts and patterns observed in the participants' responses. As the data on job satisfaction among Generation Z and Millennials in the mental health field was analyzed, several prominent themes emerged: Work-Life Balance, Leadership and Supervisory

Support, Professional Development, Job Satisfaction Factors, and Impact on Mental Health.

Table 3

Examples of Codes and Corresponding Themes

Examples of Codes	Themes
Not enough flexibility, make own schedule, not time off work, enough time off work.	Work-life balance
Mentorship, back me up, supportive, Teacher, helpful, understanding person.	Supervisor support
Learning from someone, educated on my job, workshops to help with work, internships, insight from colleagues.	Professional growth
Bad workplace environment, no fun at work, strict boss, numerous tasks in short amount of time, no staff to help at job.	Job stressors
Stress, anxiety, not being able to fulfil expectations, depression, discontent.	Mental health impact

Research Questions and Themes**RQ1: How do Generation Z and Millennial mental health professionals perceive job satisfaction?**

Participants from both Generation Z and Millennials reported a perception of job satisfaction as a multi-face concept deeply intertwined with personal fulfillment, professional growth, and the work environment. Personal fulfillment emerges as a paramount theme, where job satisfaction is closely linked to the intrinsic rewards derived from helping clients and making a meaningful impact. Furthermore, professional growth, encompassing opportunities for development and career advancement, significantly contributes to their sense of job satisfaction. A supportive and collaborative work

environment further enhances overall job satisfaction, highlighting the importance of workplace culture and collegiality.

RQ2: How do Generation Z and Millennials working in the mental health field describe factors related to their job satisfaction? Generation Z and Millennial mental health professionals identified several critical factors that influence their job satisfaction. Flexibility in work schedules and the ability to manage personal and professional responsibilities are crucial components of work-life balance, a recurrent theme in their descriptions. Additionally, regular, constructive feedback and recognition from supervisors are essential for boosting morale and job satisfaction. Access to necessary resources and support systems is also deemed vital for performing job duties effectively, underlining the importance of organizational support in maintaining job satisfaction.

RQ3: How do Generation Z and Millennials perceive different supervisory support and how do they affect their job satisfaction?

The quality of supervisory support significantly impacts job satisfaction among Generation Z and Millennial mental health professionals. Effective mentorship and guidance from supervisors are highly valued and positively influence job satisfaction. Participants appreciate supervisors who are approachable, empathetic, and supportive, as this leadership style enhances their job satisfaction. Moreover, they reported supervisors who encourage professional autonomy and trust their judgment contribute to higher job satisfaction, emphasizing the importance of fostering independence and confidence in their professional roles.

RQ4: How do Generation Z and Millennial mental health professionals perceive work-life balance and its effect on job satisfaction?

Work-life balance was a factor affecting job satisfaction among Generation Z and Millennial mental health professionals. The ability to maintain a flexible schedule that accommodates personal needs is fundamental to achieving work-life balance and job satisfaction. Setting and respecting boundaries between work and personal life is crucial for maintaining mental health and job satisfaction. Prioritizing family and personal time is essential for a positive work-life balance, which in turn enhances overall job satisfaction. These findings highlight the importance of organizational policies that support work-life balance in fostering a satisfied and productive workforce.

Theme 1: Work-Life Balance

Work-life balance was an identifiable theme for Generation Z and Millennial mental health professionals. Participants emphasized the importance of maintaining a healthy balance between their professional duties and personal lives. They highlighted the need for flexibility in their schedules to manage work demands without sacrificing personal time. One participant mentioned, "Having the ability to balance my work with my personal life is essential for my overall satisfaction." This theme shows the significance of work-life balance in contributing to job satisfaction and overall well-being among younger professionals.

Table 4

Millennial Participants' Perception of Work-Life Balance

Participant	Key Findings
P1	Struggles with time management due to family commitments
P2	Perfect WLB would be (pause) being able to come in and do my job effectively daily and still having time to do homework, do dishes, and do the things I need to do
P3	Overwhelm from professional and personal responsibilities

Theme 2: Leadership and Supervisory Support

Effective leadership and supervisory support were consistently highlighted as key factors influencing job satisfaction. Participants valued supervisors who were approachable, supportive, and provided constructive feedback. The presence of empathetic and understanding supervisors was seen as enhancing the work environment and professional growth. For instance, one participant noted, "A supportive supervisor makes a world of difference in how I perceive my job and my willingness to stay in the field." This theme illustrates the critical role of leadership in fostering positive and satisfying work experience.

The challenges faced by Generation Z participants in navigating the workforce were diverse and multifaceted, reflecting both their unique generational characteristics and the specific demands of the mental health field. The data presented in Table 5, highlights several key areas where Generation Z employees encounter difficulties. These challenges include adjusting to professional environments, managing workload expectations, seeking effective mentorship, and balancing work-life commitments.

Inegbedion (2020), suggests that workload can either invoke laziness or turnover if it is too high or low. Additionally, the table illustrates the frequency and severity of these challenges as reported by the participants. The data in Table 5 show that the most reported challenges by Generation Z participants are managing workload expectations and balancing anxiety, and expectations with nine and ten participants respectively identifying these issues. Both challenges also have high severity ratings, indicating significant impact on job satisfaction and overall well-being. Adjusting to the professional environment is another prevalent challenge, reported by three participants, with a key finding of professional expectations. These findings show the need for targeted interventions to support Generation Z employees in their early career stages, particularly in managing workloads and achieving establishment of expectations.

Table 5

Generation Z Participants' Challenges in Navigating the Workforce |

Participant	Key Findings
P5	Difficulty adapting to professional expectations if leadership isn't there.
P6	Anxiety about career progression and job stability
P9	Difficulty adapting to professional expectations

Millennial participants' perceptions of supervisory support reveal the critical role that effective supervision plays in their job satisfaction and professional development. The data in Table 6 show that the three participants consistently value clear guidance, supportive relationships, and professional feedback from their supervisors. These elements are directly linked to higher job satisfaction among the participants, illustrating

the importance of mentorship and constructive feedback in fostering a positive work environment.

The data in Table 6 indicate that all three participants recognize and appreciate the clear guidance and support provided by their supervisors, which correlates with higher job satisfaction. One participant links their job satisfaction to positive supervisory relationships, noting increased motivation and engagement. Another participant values professional feedback, particularly in the form of mentorship, which contributes to their enhanced professional growth and overall satisfaction. These findings show the significance of effective supervisory practices in promoting job satisfaction and professional development among Millennial employees.

Table 6

Millennial Participants' Perception of Supervisory Support

Participant	Key Findings
P7	Appreciates clear guidance and support from supervisors
P8	Higher job satisfaction linked to positive supervisory relationships
P12	Values professional feedback in the form of mentorship provided by supervisors

Generation Z participants' perceptions of supervisory support

highlight the importance of supportive and understanding supervisors, especially in the early stages of their careers. Table 7 presents data from the participants, showing that Generation Z employees place significant value on receiving guidance and clear direction from their supervisors. This support is crucial for their job satisfaction, as effective supervisory relationships are linked to higher satisfaction levels when supervisors provide clear and direct support. The data in

Table 7 indicates that all participants value support and understanding from their supervisors, which is essential for their job satisfaction. Outside of these three participants below, nine participants specifically rely on their supervisors for guidance in the early stages of their careers, highlighting the critical role supervisors play in their professional development. Additionally, eight participants reported that their job satisfaction is higher when they receive clear and effective direction from their supervisors. These findings underscore the necessity for supervisors to provide consistent, supportive, and clear guidance to foster job satisfaction among Generation Z employees in the mental health field.

Table 7

Generation Z Participants' Perception of Supervisory Support

Participant	Key Findings
P14	Values support and understanding from supervisors
P15	Relies on supervisors for early guidance in early career stages
P16	Effective supervisory support linked to higher job satisfaction when given clear direction

Theme 3: Professional Development

Professional development opportunities were another significant theme.

Generation Z and Millennial mental health professionals expressed a strong desire for continuous learning and growth within their roles. Access to training, workshops, and career advancement opportunities were seen as vital components of job satisfaction. One participant shared, "Having opportunities for professional development keeps me motivated and engaged in my work." This theme highlights the importance of providing development opportunities to sustain job satisfaction and career longevity.

Theme 4: Job Satisfaction Factors

Various factors contributing to job satisfaction were identified, including meaningful work, positive work environment, and adequate compensation. Participants reported that feeling valued and recognized for their contributions was essential for their job satisfaction. One participant remarked, "Knowing that my work is appreciated and that I am making a difference in my clients' lives keeps me satisfied." This theme

emphasizes the multifaceted nature of job satisfaction, encompassing both intrinsic and extrinsic factors.

Factors for Millennials

Millennial participants identified several key factors that significantly influence their job satisfaction. Table 8 presents these factors, emphasizing the high impact of work-life balance and supervisory support on their overall job satisfaction. For Millennials, managing responsibilities in conjunction with family life is crucial, indicating a strong need for flexible work arrangements. Additionally, supervisory support, particularly through transformational leadership, is highly valued and contributes significantly to their job satisfaction.

Table 8

Factors Influencing Job Satisfaction for Millennials

Factor	Key Findings
Work-Life Balance	High influence; managing responsibilities crucial with family life.
Supervisory Support	High influence; Transformational Leadership

The data in Table 8 show that work-life balance and supervisory support are paramount for Millennials in the mental health field. High influence is noted for both factors, with work-life balance being essential for managing professional and personal responsibilities, especially concerning family life. Supervisory support, particularly when characterized by transformational leadership, plays a critical role in enhancing job satisfaction. Transformational leadership involves supervisors who inspire and motivate their employees, providing mentorship and fostering a positive work environment, which is highly appreciated by Millennial workers. These findings highlight the importance of

creating supportive, flexible work environments to improve job satisfaction among Millennial employees.

Factors For Gen Z

Generation Z participants identified work-life balance and supervisory support as the most significant factors influencing their job satisfaction. Table 9 presents these findings, showing that both factors have a high influence on how Generation Z employees perceive their job satisfaction. Specifically, managing responsibilities with their social life is crucial for maintaining a positive work-life balance. Additionally, supervisory support is highly influential, indicating that Generation Z employees greatly value guidance and support from their supervisors.

Table 9

Factors Influencing Job Satisfaction for Generation Z

Factor	Key Findings
Work-Life Balance	High influence; managing responsibilities with social life
Supervisory Support	High Influence

The data in Table 9 indicate that work-life balance is of paramount importance to Generation Z employees, particularly in terms of managing their professional responsibilities alongside maintaining a healthy social life. This generation places a high value on the ability to integrate work with personal and social activities, which directly impacts their overall job satisfaction. Similarly, supervisory support is a critical factor, with effective guidance and understanding from supervisors playing a significant role in enhancing job satisfaction. These findings highlight the need for organizations to prioritize flexible work arrangements and

supportive supervisory practices to improve job satisfaction for Generation Z employees.

Impact of Work-Life Balance

The impact of work-life balance on job satisfaction for Millennial participants is substantial, as illustrated in Table 10. The data show that an inability to balance work and personal life leads to increased stress and significantly decreases job satisfaction. Maintaining a good work-life balance is crucial for this demographic, as it directly correlates with their overall well-being and job satisfaction. Participants expressed a strong need for personal time, emphasizing that poor work-life balance negatively affects their job satisfaction.

Table 10

Impact of Work-Life Balance on Job Satisfaction for Millennials

Participant	Key Findings
P10	Stress due to inability to balance work and personal life
P11	Work-life balance crucial for maintaining job satisfaction
P12	Decreased job satisfaction linked to poor work-life balance "I need my me time"

The data in Table 10 indicates that three participants consider work-life balance essential for maintaining job satisfaction. Eight participants reported experiencing high stress due to an inability to balance work and personal life, which underscores the importance of this factor. Two participants explicitly linked decreased job satisfaction to poor work-life balance, with one participant stating, "I need my me time," highlighting the critical need for personal time and flexibility. These findings underscore the necessity for organizations to implement policies that support a healthy work-life balance to enhance job satisfaction among Millennial employees.

The impact of work-life balance on job satisfaction for Generation Z participants is prominently detailed in Table 11. The data reveal that for these employees, efforts to establish a balance between work and personal life are crucial for maintaining job satisfaction. Participant P14 highlights that achieving this balance is essential for overall job satisfaction. Participant P15 emphasizes the importance of work-life balance as a key determinant of job satisfaction. Meanwhile, Participant P16 discusses the challenges they face in balancing work and personal life, particularly as they navigate new career responsibilities.

Table 11

Impact of Work-Life Balance on Job Satisfaction for Generation Z

Participant	Key Findings
P14	Efforts to establish balance crucial for maintaining job satisfaction
P15	Importance of work-life balance for job satisfaction
P16	Challenges in balancing work and personal life as new

The data in Table 11 illustrate that Generation Z participants consider establishing a work-life balance as crucial for their job satisfaction. Participant P14 underscores that their efforts to achieve this balance are fundamental to feeling satisfied with their job. Participant P15 confirms that work-life balance is a critical factor for job satisfaction. Additionally, Participant P16 points out the specific challenges faced in balancing work and personal life, especially as they are new to the workforce, which affects their job satisfaction. These findings highlight the need for organizations to provide support and resources to help Generation Z employees manage work-life balance effectively to enhance their job satisfaction.

Theme 5: Impact on Mental Health

The impact of job satisfaction on mental health was a prominent theme. Participants noted that job satisfaction significantly influenced their mental well-being, with higher job satisfaction correlating with better mental health outcomes. Conversely, job dissatisfaction was linked to increased stress and burnout. One participant stated, "When I am satisfied with my job, my mental health is better. When I'm not, it takes a toll on me." This theme shows the critical connection between job satisfaction and mental

health, highlighting the need for supportive work environments to promote the well-being of mental health professionals. These themes collectively provide a comprehensive understanding of the factors influencing job satisfaction among Generation Z and Millennial mental health professionals, emphasizing the importance of work-life balance, supportive leadership, professional development, and the overall impact on mental health.

The identified themes offered comprehensive answers to the central research questions regarding job satisfaction among Generation Z and Millennial mental health professionals. For instance, under the theme of Work-Life Balance, participants emphasized the importance of flexible work schedules and the ability to manage personal and professional responsibilities. One participant stated, "Having a flexible schedule allows me to take care of my mental health and still be effective at work." Leadership and Supervisory Support emerged as an evident piece with many participants highlighting the need for supportive and understanding supervisors. A Millennial therapist shared, "My supervisor's support is helpful for; me regarding confidence it motivates me and makes me feel valued." These themes and specific examples show the significance of tailored supervisory support and work-life balance in enhancing job satisfaction for these generational cohorts in the mental health field.

Evidence of Quality

Trustworthiness in qualitative research refers to the integrity and reliability of the findings, encompassing validity, honesty, trustfulness, dependability, and accuracy (Rose, 2020). Researchers employ various strategies to enhance trustworthiness, such as triangulating data, which involves gathering information from multiple sources or using different methods (Rose, 2020). This approach was vital as it helps validate and reinforce the study's conclusions by corroborating findings across diverse data sources.

For this study on job satisfaction among Generation Z and Millennials in the mental health field, data collection primarily relied on semi-structured interviews. To further ensure trustworthiness, the study incorporated member checks (referenced in Appendix K), where participants reviewed findings to confirm accuracy, an audit trail to track research decisions and processes, and thick descriptive data to provide rich, detailed descriptions of participants' experiences (Creswell & Creswell, 2018). These measures collectively contribute to the credibility and reliability of the study's findings, supporting the validity of conclusions drawn from the data analysis. This study employed procedures to ensure the accuracy and trustworthiness of the data collected from interviews with Generation Z and Millennial mental health professionals. To establish trustworthiness, the study adhered to established qualitative research standards, including credibility, transferability, dependability, and confirmability.

Credibility

As the primary research instrument, my analytical skills and extensive research experience were pivotal in ensuring that this study adhered to qualitative research conventions and Institutional Review Board (IRB) requirements. To enhance accuracy and authenticity, participants were given the opportunity to review and approve the transcripts of their interviews and focus group discussions, ensuring their lived experiences were accurately captured. Following data analysis, the identified findings were shared with participants for their input, verification, and authentication. These rigorous steps were critical in establishing the study's credibility. Prior to signing the informed consent, each participant was thoroughly informed about these steps, underscoring the study's commitment to methodological rigor and ethical integrity. This was ensured through member checks, where participants were asked if they would like

summaries of their interview transcripts and preliminary findings to verify the accuracy of their responses and interpretations. This process allowed participants to confirm or clarify their statements, ensuring their perspectives were accurately represented.

Triangulation

Triangulation was employed by integrating data from multiple sources, such as qualitative interviews and existing literature on job satisfaction. This approach was utilized to cross-verify findings, ensuring their accuracy and reliability, and to provide a more comprehensive understanding of the research questions. By combining insights from both primary data and established research, the study was able to offer a richer, more nuanced perspective on the factors influencing job satisfaction for these generational cohorts in the mental health profession.

Transferability

Creswell and Poth (2018) defined transferability as the extent to which the study's findings can be applied to other similar situations or populations. As demonstrated Throughout this manuscript, the study generated comprehensive, richly detailed data and findings. Creswell and Poth argue that creating thick descriptions enhances transferability between the researcher and participants.

To further ensure transferability, I prioritized maximum variation in both the sample and setting. The sample was representative of the target population in terms of age, viewpoints on work-life balance, and perceptions of effective supervisory support. The seventeen participants, who worked at various mental health facilities, provided diverse yet relevant data pertinent to the study's aims. Mental health facilities in the southwest area of Missouri were used to draw the purposive sample, ensuring that the study's findings are applicable to similar contexts and populations. Transferability was

ensured by offering comprehensive descriptions of the research context, participants, and procedures, thereby allowing other researchers to assess the relevance of the findings to similar settings.

Dependability

This study employed member checks (Appendix E) and an audit trail as techniques to ensure dependability and confirmability. Dependability refers to the methods researchers use to ensure consistency, accountability, and the ability to replicate research (Creswell & Poth, 2018). Confirmability denotes the assurance of the truthfulness and objectivity of researchers' findings (Creswell, 2018). Both techniques were integral to this study's research process, facilitated through an audit. Creswell and Poth recommend creating a document using "memoing" or writing memoranda to produce a retrievable document that traces the development of findings.

Employing an audit trail enables researchers to document the rich details necessary for postmortem analyses. The study's data collection sources produced consistent findings that are replicable by other researchers. To ensure dependability and confirmability, I utilized memoing, maintained an audit trail, and implemented member checking within the study findings to ensure accuracy. This transparency permits the study's procedures to be reviewed and replicated by others in the research community.

Confirmability

Confirmability involved maintaining a reflexive journal, where I documented personal reflections, biases, and decisions made throughout the study. This practice helped to ensure that the findings were shaped by the participants' experiences and not influenced by the researcher's preconceptions. Peer debriefing sessions were also conducted, allowing colleagues to review and challenge the data and interpretations,

further enhancing the study's objectivity and reliability. By implementing these procedures, the study ensured a high level of accuracy and credibility in its findings on job satisfaction among Generation Z and Millennial mental health professionals.

For each research question, the analytical process involved reviewing the qualitative data collected through interviews with Generation Z and millennial mental health professionals. The data was stored securely on a locked computer, and measures were taken to ensure participant anonymity by abbreviating their names. The data was then organized into separate folders for Generation Z and millennial participants. To analyze the data, I listened to each interview recording multiple times to gain a comprehensive understanding of the participants' perspectives. During this process, I identified keywords and phrases related to job satisfaction, factors influencing job satisfaction, supervisory support, and work-life balance. These keywords were used to code the data, organizing it into meaningful categories.

Ethical Considerations

I utilized pseudonyms to protect the identities of the names of the research sites and participants. Furthermore, potentially identifiable data and information about participants were not collected. All collected data were securely stored on a password-protected computer. In compliance with section 46.115 of federal 45 CFR 46 regulations (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979), relevant paper files are in a locked cabinet. Retention and destruction of data will follow the policy established by Liberty University's IRB. Data will be deleted after three years to address any potential inquiries into research misconduct or related matters. The participants were allowed access to research findings and respective analyses to review for accuracy. This step ensured that the data derived

from interviews discussions accurately reflected the participants' perspectives, thus enhancing the credibility and reliability of the study.

Summary

The study findings revealed that millennials often found work-life balance to be more challenging to manage due to the responsibilities associated with having families and relationships. Many reported struggling to juggle their professional commitments with their personal lives, leading to feelings of stress and overwhelm. Common themes among Generation Z participants centered around the challenges of navigating the workforce as young, upcoming workers. Many were still in school, working part-time or full-time jobs, and trying to balance these commitments with maintaining relationships with friends and significant others. This juggling act often resulted in feelings of pressure and difficulty in achieving a satisfactory work-life balance. Despite these challenges, both generations identified a preference for supervisors who exhibited characteristics of a transformational leadership style. They valued leaders who demonstrated charisma and served as mentors rather than authoritative figures. This supportive approach fostered a positive work environment and contributed to greater job satisfaction among millennials and Generation Z professionals alike.

The analytical process involved systematically reviewing and coding the qualitative data to identify patterns, themes, and insights relevant to each research question. This approach facilitated a comprehensive understanding of how Generation Z and millennial mental health professionals perceived job satisfaction, factors influencing job satisfaction, supervisory support, and work-life balance. Both generations had valued job satisfaction with positive leadership and supervisory support. Participants described factors related to job satisfaction, including a positive work-life balance and flexibility. All participants preferred supervisory support that involved a flexible mentorship role.

Several mental health professionals chose to leave work at work, ensuring they had time for their personal lives.

CHAPTER 5: DISCUSSION

Overview

The purpose of this qualitative phenomenological research study was to explore how managers could provide an environment where job satisfaction was maintained by the two factors of work-life balance and supervisory support. The findings of this study revealed insights into how Generation Z and Millennial employees perceived job satisfaction in relation to work-life balance and supervisory support. Through in-depth interviews and thematic analysis, several key themes emerged that highlighted the importance of creating an environment conducive to the needs and expectations of these generations.

Understanding the job satisfaction of Generation Z and Millennial employees through the lenses of work-life balance and supervisory support provided valuable insights for managers and organizations. By fostering a flexible, supportive, and technologically adept work environment, organizations could not only meet the expectations of these younger employees but also enhance overall organizational performance and employee retention. The implications of this study suggested that adopting these strategies would be crucial for companies aiming to thrive in the evolving landscape of the modern workplace.

Summary of Findings

Themes

The study findings are organized based on the research questions, with each theme discussed in relation to the respective research question. Tables in APA format provides a clear and structured summary of the findings.

RQ1: How do Generation Z and Millennial mental health professionals perceive job satisfaction?

Theme 1: Work-Life Balance Challenges for Millennials

Millennials frequently report significant challenges in achieving work-life balance, which directly impacts their job satisfaction (Waworuntu, 2022). The primary reason cited for these challenges is the additional responsibilities associated with having families and relationships. These demographic expresses difficulty in managing professional commitments alongside personal life, leading to increased stress and feelings of being overwhelmed.

As a generation, Millennials place a high value on achieving equilibrium between their professional responsibilities and personal pursuits (Sanchez-Hernandez et al., 2019). They prioritize flexibility and autonomy in the workplace, considering work-life balance as a crucial determinant of a healthy and fulfilling work environment (Sanchez-Hernandez et al., 2019). Their emphasis on work-life balance understands the need for organizational policies that accommodate these preferences to enhance job satisfaction and overall well-being. Research indicates that Millennials' focus on work-life balance significantly influences their career choices and workplace expectations (Kepler,

2023). Employers that offer flexible work arrangements and promote a supportive work environment are more likely to attract and retain Millennial employees (Sanchez-Hernandez et al., 2019). Understanding and addressing the unique work-life balance needs of this generation is essential for fostering a motivated and productive workforce (Sanchez-Hernandez et al., 2019).

Theme 2: Workforce Navigation Challenges for Generation Z

Generation Z participants frequently highlighted the difficulties they face as new entrants into the workforce. These challenges included adapting to professional environments and establishing themselves as credible professionals, which affected their job satisfaction. Research suggested that although Generation Z shares with Millennials some common characteristics such as valuing work-life balance, communicating digitally, desiring to lead, possessing a high entrepreneurship spirit (Schroth, 2019).

Generation Z is acutely aware of the importance of mental health (Park, 2024). High stress levels, burnout, and emotional well-being are significant concerns for this generation (Xueyun, 2023). Employers that prioritize mental health through wellness programs, mental health resources, and a supportive work culture are more likely to achieve higher levels of job satisfaction among their Generation Z employees (Dillman, 2022). Providing a work environment that actively supports mental health helps mitigate stress and burnout, leading to a more satisfied and productive workforce (Greenwood, 2021).

RQ2: How do Generation Z and Millennials working in the mental health field describe factors related to their job satisfaction?

Theme 3: Influencing Factors for Job Satisfaction in Millennials

For Millennials, job satisfaction is heavily influenced by their ability to manage work-life balance effectively. The demand for flexible working hours stands out as a significant factor, with many citing it as one of the most valuable work benefits (Ngotngamwong, 2020). The flexibility to tailor work schedules to personal needs not only enhances overall job satisfaction but also supports mental health and well-being. Professional growth opportunities also play a significant role in Millennial job satisfaction (Elian, 2020). This generation highly values continuous learning and career advancement, seeking environments that provide training opportunities, mentorship, and clear career pathways. The prospect of skill utilization and career progression enhances their commitment to their roles and contributes to a greater sense of personal and professional fulfillment (Donald, 2020). Access to professional development resources not only supports their immediate job performance but also aligns with their long-term career aspirations.

Leadership and supervisory support are critical components that influence job satisfaction among Millennials (Nabawanuka, 2022). Effective mentorship, regular feedback, and recognition from supervisors foster a supportive work environment (Fong, 2021). Millennials appreciate leaders who are approachable, empathetic, and supportive, as this positively impacts their morale and job satisfaction (Waltz, 2020). Supervisors who encourage autonomy and trust their employees' judgment contribute to higher levels of job satisfaction by empowering Millennials to take ownership of their work and make meaningful contributions (Jena, 2023).

Theme 4: Influencing Factors for Job Satisfaction in Generation Z

For Generation Z, job satisfaction was more closely tied to their experiences in adapting to and navigating professional superiors/ mentors. Job stability and career

progression were also significant factors. Younger workers typically value mentorship, feedback, and opportunities for skill development based on interviews found in the study. A supportive supervisor who provides guidance and recognizes their contributions fosters a positive work environment, contributing to a higher level of job satisfaction among these early-career professionals (Chen, 2023).

Effective mentorship and supportive leadership are paramount for Generation Z (Williford, 2023). They value supervisors who are approachable, provide regular feedback, and recognize their efforts. Supportive leaders who foster a collaborative and inclusive work environment enhance job satisfaction by making employees feel valued and understood (Kuknor, 2022). Generation Z professionals in this study appreciate leadership styles that are empathetic and empowering, allowing them to take ownership of their work and make meaningful contributions.

RQ3: How do Generation Z and Millennials perceive different supervisory support and how do they affect their job satisfaction?

Theme 5: Perception of Supervisory Support by Millennials

Millennials in this research valued supervisory support that provides clear guidance and professional development opportunities. Millennials seek supervisors who can offer constructive feedback, mentorship, and career advancement guidance (Ghosh, 2021). The millennials in this research appreciate leaders who are knowledgeable but also approachable and willing to invest time in their professional growth. This generation tends to respond well to supervisors who can effectively communicate expectations and provide regular, meaningful feedback, allowing them to understand their progress and areas for improvement (Ngotngamwong, 2020). Other researchers discovered supportive

supervision helps Millennials feel valued and motivated, leading to higher job satisfaction (Ngotngamwong, 2020).

Positive supervisory relationships are strongly linked to higher job satisfaction among Millennials (Putri, 2020). Millennials in the study valued a supervisor who was engaged in active listening, showed empathy and recognized the efforts of their employees to create a more inclusive and supportive work environment. The millennials in this research study tended to thrive under supervisors who encourage autonomy and trust their judgment (Participant 1). When they feel supported and empowered, Millennials are more likely to be engaged and committed to their roles (Njoroge, 2021). A supportive supervisor can greatly reduce workplace stress and improve job satisfaction, making it a critical factor for retaining Millennial employees (Njoroge, 2021).

Theme 6: Perception of Supervisory Support by Generation Z

Generation Z participants emphasized the importance of supportive and understanding supervisors who could help them navigate the early stages of their careers. Effective supervisory support was crucial for their job satisfaction. As it states in Aggarwal, (2021) shows that Generation Z workers are keen on organizational support, including social support from supervisors.

RQ4: How do Generation Z and Millennial mental health professionals perceive work-life balance and its effect on job satisfaction?

Theme 7: Impact of Work-Life Balance on Job Satisfaction for Millennials

This study reported that achieving work-life balance was critical for their job satisfaction. The inability to balance work and personal life led to increased stress and decreased job satisfaction (Aruldoss, 2021).

Theme 8: Impact of Work-Life Balance on Job Satisfaction for Generation Z

Generation Z participants found that establishing a work-life balance was challenging as they navigated their new careers. Achieving a good balance was important for maintaining their job satisfaction.

Participants emphasized that supervisors who provided a mentorship-like role in a transformational style approach. This emotional support and professional guidance significantly enhanced their job satisfaction. Multiple participants stressed the importance of flexible work arrangements, valuing the ability to work remotely and manage their own schedules, which they found crucial for maintaining a healthy work-life balance.

Autonomy and control over their work were also highly valued, as these aspects empowered them and contributed to their overall job satisfaction. Regular, constructive feedback and recognition of their efforts by supervisors were key factors that boosted their morale and made them feel appreciated. The effective use of digital tools for communication and collaboration was another important element, as it facilitated remote work and enhanced productivity (Pichler, 2021). Lastly, participants highlighted the significance of career development opportunities, expressing a strong preference for supervisors who had supported their professional growth through training and clear advancement pathways.

Discussion of Findings

This section compares the findings of this study with the existing research literature reviewed in Chapter 2, focusing on key themes such as transformational leadership, job satisfaction, and work-life balance. The comparative analysis not only elucidates how the study's findings align with established research but also highlights areas of expansion and theoretical integration.

Transformational Leadership

Established Research

Transformational leadership is a style that motivates both leaders and employees to be visionary and embrace change positively. Peng et al. (2021) emphasize the efficacy of transformational leadership in instigating workplace change, which has led many leaders globally to adopt this approach. Holopainen (2019) shows the importance of transformational leaders prioritizing the constructive development of their subordinates, aligning with the four "I's" of transformational leadership: Intellectual Stimulation, Individual Consideration, Inspirational Motivation, and Idealized Influence.

Study Findings

The study's findings reinforce these views, illustrating that transformational leadership significantly impacts job satisfaction among Generation Z and Millennials by fostering a supportive and motivating work environment. Supervisors who exemplify transformational leadership traits, such as providing mentorship and encouraging innovation, are highly valued by younger employees (Gabriel, 2022). This finding is consistent with the literature, which emphasizes the positive influence of transformational leadership on employee morale and productivity.

Comparison

Both the study and existing literature agree on the central role of transformational leadership in enhancing job satisfaction and workplace productivity. However, the study expands on this by highlighting the specific expectations of Generation Z and Millennial employees, such as the desire for flexible work arrangements and the importance of empathetic supervisory relationships. This adds a generational perspective to the established understanding of transformational leadership's benefits.

Job Satisfaction

Established Research

Job satisfaction, particularly for Millennials and Generation Z, is closely tied to work-life balance and supervisory support. Bouwmeester (2021) notes that these generations prioritize work-life balance highly, viewing it as essential for overall job satisfaction. Weddington (2021) argues for a broader understanding of work-life balance, reflecting changes in work environments and dynamics. Kelliher et al. (2019) emphasize that younger generations seek personal fulfillment and meaning in their professional lives.

Study Findings

The study corroborates these findings, showing that work-life balance and supervisory support are crucial for job satisfaction among younger employees. Participants expressed a strong preference for flexible work schedules and appreciated supervisors who provide emotional and professional support. This aligns with the theoretical constructs of job satisfaction, which shows the importance of interpersonal relationships and work-life integration.

Comparison

The study's findings align well with the established research, reinforcing the importance of work-life balance and supportive leadership for job satisfaction. However, it also introduces the concept of work-life integration as a more holistic approach, which resonates with contemporary theories advocating for a balance between personal and professional commitments.

Work-Life Balance

Established Research

The traditional concept of work-life balance has been evolving, especially for

younger generations. Zimmerman (2021) highlights the historical focus on caregiving and full-time employment, noting that this paradigm is shifting for Generation Z and Millennials. These generations value flexibility and seek meaning in their work, as indicated by Kelliher et al. (2019).

Study Findings

The study supports the notion that work-life balance is crucial for job satisfaction among Generation Z and Millennials. Participants emphasized the need for flexible work arrangements and the importance of supportive supervisory relationships. This reflects a broader understanding of work-life balance, encompassing not just time management but also emotional and professional support from supervisors.

Comparison

The findings are consistent with the literature, which shows the evolving priorities of younger generations regarding work-life balance. The study further enriches this understanding by suggesting that work-life integration, rather than mere balance, is vital for these employees. This nuanced perspective aligns with contemporary discussions on employee well-being and satisfaction.

Transformational vs. Transactional Leadership

Transformational leadership is often contrasted with transactional leadership (Berkovich, 2021). Usman (2020) notes that transformational leaders anticipate and resolve issues proactively, while transactional leaders react to problems as they arise. Guarana (2022) suggests that transactional leadership focuses on self-interest and personal benefits, whereas transformational leadership appeals to collective interests and workplace success.

Study Findings

The study finds that transformational leadership is more effective in fostering job satisfaction and engagement among Generation Z and Millennial employees compared to transactional leadership. This is because transformational leaders create a supportive and motivating environment, which aligns with the intrinsic values of younger generations. Transactional leadership, which is more management-focused, appears less appealing to these employees.

Comparison

The study's findings align with existing research by highlighting the superiority of transformational leadership in engaging and satisfying younger employees. This supports the literature's view that transformational leadership is more conducive to a positive and productive work environment, particularly for generations that value innovation, flexibility, and supportive relationships.

Established Research

The biblical foundations discussed in Chapter 2 emphasize leadership, stewardship, and individual well-being. The concept of servant leadership, rooted in biblical principles, is particularly relevant. Servant leadership as defined by (Meuser, 2023) “focused primarily on benefiting others.” It emphasizes leaders who serve as mentors and coaches, reflecting compassion and guidance.

Study Findings

The study aligns with these biblical principles by showing that positive supervisory support, which includes mentoring and emotional support, significantly enhances job satisfaction. This mirrors the servant leadership model, where leaders prioritize the well-being and development of their subordinates. The emphasis on work-life balance also resonates with the biblical understanding of rest and holistic well-being.

Comparison

The study supports and extends the biblical foundations by demonstrating how these principles manifest in contemporary workplace settings. Supervisors who embody servant leadership principles create a supportive and engaging work environment, aligning with both biblical teachings and modern expectations of effective leadership.

Established Research

The literature suggests that organizations must prioritize the development of empathetic and supportive supervisors to enhance job satisfaction (Ali et al., 2021; Salary, 2019). Training programs focused on emotional intelligence and mentoring skills are recommended.

Study Findings

The study echoes these recommendations, highlighting the importance of supervisory support for Generation Z and Millennial employees. It suggests that organizations may invest in training programs to develop supervisors who are empathetic, approachable, and invested in their employees' growth.

Comparison

Both the study and existing research emphasize the critical role of supervisory support in job satisfaction. The study's findings provide practical insights for organizations looking to enhance employee engagement and satisfaction, reinforcing the need for training programs that develop effective leadership skills. The comparativeness demonstrates that the study's findings align closely with established research on transformational leadership, job satisfaction, and work-life balance. By integrating these findings with theoretical constructs and biblical foundations, the study offers a comprehensive understanding of the factors influencing job satisfaction among

Generation Z and Millennial employees. Organizations can enhance employee satisfaction and productivity by prioritizing supportive leadership and flexible work arrangements, reflecting the evolving priorities of the modern workforce.

Implications

The findings from this study, which explored the perceptions of job satisfaction among Generation Z and Millennial employees regarding work-life balance and supervisory support, have significant implications for both theory and practice, particularly within the mental health field. These insights can inform practices in clinical settings, influence organizational policies in mental health organizations, and guide leadership within community and faith-based mental health services.

This study highlights the critical role that supervisory support plays in job satisfaction for younger employees. Theoretical models of job satisfaction in the mental health field may find it helpful to incorporate the importance of supportive, empathetic supervision. The shift from work-life balance to work-life integration is particularly relevant in the mental health field, where professionals often face high levels of stress and emotional demands. Theories may reflect the need for flexible and integrative approaches to managing work and personal life. The study's focus on Generation Z and Millennials provides a basis for developing generationally tailored models of job satisfaction. These models may consider the unique stressors and expectations of younger mental health professionals.

Mental health organizations may invest in training programs that enhance the supervisory skills of senior staff. Training may focus on developing emotional intelligence, providing effective feedback, and fostering a supportive work environment. Implementing flexible work policies, such as telehealth options, flexible hours, and part-time positions, can help mental health professionals manage their work-life integration more effectively. This flexibility is crucial in reducing burnout and enhancing job satisfaction. Establishing systems for regular, constructive feedback and recognition can

help mental health professionals feel valued and supported, which is essential in a high-stress field. Psychologists and consultants can develop programs specifically aimed at improving the well-being of mental health professionals. These programs can include resilience training, stress management workshops, and strategies for achieving work-life integration.

Implementing interventions that enhance supervisory support, such as peer supervision groups and mentorship programs, can create a more supportive work environment in mental health settings. The implications of this study for theory and practice in the mental health field are substantial. By understanding the critical role of supervisory support and the need for work-life integration, mental health organizations can implement strategies that enhance job satisfaction and overall well-being among Generation Z and Millennial professionals. These findings contribute to the academic understanding of job satisfaction and provide practical solutions that can be applied in clinical settings, organizational policies, and community-based mental health services. By adopting these strategies, organizations can foster a supportive and sustainable work environment for the next generation of mental health professionals.

Limitations

This study provides valuable insights into the perceptions of job satisfaction among Generation Z and Millennial employees in the mental health field, focusing on work-life balance and supervisory support. However, several limitations must be acknowledged, impacting the generalizability and comprehensiveness of the findings. The study involved a relatively small sample of 18 participants. Although qualitative research often focuses on smaller, in-depth samples, the limited number restricts the generalizability of the findings. The sample may not fully represent the diversity within

the mental health field, including variations in geographical location, cultural background, and specific job roles. This homogeneity could bias the results toward the experiences of a specific subgroup.

Participants volunteered for the study, which could introduce self-selection bias. Those who chose to participate might have stronger opinions or different experiences regarding job satisfaction, work-life balance, and supervisory support than those who did not. Qualitative data is inherently subjective, relying on the interpretation of the researcher (Lester, 2020). Despite efforts to remain objective, personal biases and perspectives can influence the analysis and interpretation of the data. Generation Z participants, being relatively new to the workforce, have limited professional experience, which can influence their perceptions of job satisfaction, work-life balance, and supervisory support. Their views might evolve as they gain more experience.

During this research study, it was realized there is increasing reliance on digital tools and telehealth in the mental health field, so the study could have explored more deeply how technology impacts perceptions of work-life balance and supervisory support. This aspect was not extensively covered. Questions were not asked about this topic but stayed on the topic of the support of the supervisor and the work-life balance of Generation Z and millennials. The study provides a snapshot in time rather than a longitudinal perspective. Acknowledging these limitations is helpful for contextualizing the findings of this study. While the insights gained are valuable for understanding job satisfaction among younger mental health professionals, the limitations highlight areas for future research and caution against overgeneralization. Despite these limitations, the study offers important contributions to the literature and practical implications for enhancing job satisfaction in the mental health field

Recommendations for Future Research

Based on the findings and limitations of the current study, several recommendations for future research can be made. These recommendations may help to build on the existing knowledge and address the gaps identified in this study on Generation Z and Millennial perceptions of job satisfaction, work-life balance, and supervisory support in the mental health field. This research could involve larger and more diverse samples to enhance the generalizability of the findings. Including participants from different geographical locations, cultural backgrounds, and various roles within the mental health field may provide a more comprehensive understanding of job satisfaction across diverse demographics. Long-term studies are needed to understand how perceptions of job satisfaction, work-life balance, and supervisory support evolve over time among Generation Z and Millennial employees in the mental health field.

I believe including a wider range of age cohorts beyond Generation Z and Millennials, such as Generation X and Baby Boomers, can offer comparative insights and highlight generational differences and similarities in perceptions of job satisfaction, work-life balance, and supervisory support. Future studies may delve deeper into the specific types of supervisory support that are most effective. This can include examining emotional support, practical assistance, mentoring, and the frequency and quality of supervisor interactions. Investigating different supervisory styles and their impact on job satisfaction may provide more nuanced insights. Research can explore which styles (e.g., transformational, transactional, laissez-faire) are most beneficial for Generation Z and Millennial employees in the mental health field. Future studies may investigate specific strategies for achieving work-life integration rather than merely work-life balance. This could include exploring flexible scheduling, hybrid-remote work policies, and

organizational support for personal well-being. Research can also examine how Generation Z and Millennial employees navigate personal and professional boundaries in the mental health field and the role of organizational policies in supporting this navigation.

Evaluating the effectiveness of various psychological and organizational interventions aimed at improving job satisfaction can provide practical insights. This could include resilience training, stress management programs, and initiatives to enhance supervisory support. Further studies with larger, more diverse samples, longitudinal designs, and deeper analyses of specific factors will be necessary to build on these findings and provide a more comprehensive understanding of the dynamics at play. Future research can also focus on developing and testing interventions tailored specifically to the needs of Generation Z and Millennial mental health professionals. Customized interventions can address unique generational challenges and preferences.

The current study offers valuable insights into the perceptions of job satisfaction among Generation Z and Millennial employees in the mental health field, emphasizing the importance of work-life balance and supervisory support. However, to build on these findings and address identified limitations, future research may focus on expanding sample diversity, conducting longitudinal studies, deepening the analysis of supervisory support, exploring the role of technology, investigating work-life integration strategies, and evaluating the effectiveness of targeted interventions. By addressing these areas, future studies can provide a more comprehensive understanding and practical solutions to enhance job satisfaction in the mental health field.

Summary

This study explored the perceptions of job satisfaction among Generation Z and

Millennial employees in the mental health field, focusing on work-life balance and supervisory support. The key results revealed that both generations highly value supportive supervisory relationships and flexible work arrangements that facilitate a better work-life balance. Participants emphasized the importance of having empathetic, communicative supervisors who provide both emotional and practical support. Additionally, the ability to integrate work and personal life seamlessly was seen as a crucial factor in maintaining job satisfaction, especially given the demanding nature of the mental health profession.

The implications of these findings are significant for both theory and practice. Theoretically, the study suggests that models of job satisfaction believe incorporate the critical role of supervisory support and the concept of work-life integration, particularly for younger generations in high-stress fields. Practically, mental health organizations can enhance job satisfaction by investing in supervisory training programs that foster supportive and empathetic leadership, implementing flexible work policies, and developing tailored well-being programs. These strategies can help mitigate burnout, enhance job satisfaction, and ultimately improve the quality of care provided by mental health professionals.

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
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APPENDIX A: Recruitment Letter

Subject: Invitation to Participate in Research Study on Job Satisfaction in the Mental Health Field

I hope this letter finds you well. My name is Terence Fleeton, and I am a PhD Student at Liberty University and am collecting information for my doctorate completion requirements. I am writing to invite you to participate in an exciting research study that aims to explore the factors influencing job satisfaction among individuals in the mental health field, focusing on Millennial and Generation Z.

Study Overview:

This study's purpose is to gain a deeper understanding of the experiences, challenges, and sources of job satisfaction among mental health professionals born in (born between 1981 and 1996) or Generation Z (born between 1997 and 2012) generation. By participating, you will contribute valuable insights that can inform strategies for improving job satisfaction and overall well-being in the mental health field.

Participant Eligibility:

We are inviting mental health professionals who identify as either Millennials (born between 1981 and 1996) or Generation Z (born between 1997 and 2012) to participate in this study. If you meet these criteria and are currently working in the mental health field, I would appreciate your involvement.

Study Details:

- **Format:** The study involves completing an online survey that will take 25 minutes.
- **Confidentiality:** Your responses will be kept confidential, and your identity will not be disclosed in any publications or presentations.

Deadline for Participation:

Your contribution to this study is crucial, and your perspective will help advance the

understanding of job satisfaction in the mental health field.

Should you have any questions or concerns about the study, please feel free to contact me at [REDACTED]. Your participation is entirely voluntary, and you may withdraw at any time without penalty.

Thank you for considering this invitation,

Sincerely,

Terence Fleeton

Ph.D. Student

[REDACTED]

[REDACTED]

APPENDIX B : Consent

Consent

Title of the Project: Perceptions of Job Satisfaction among Gen Z and Millennial in the mental health field

Principal Investigator: Terence Fleeton for the School of Behavioral Science at Liberty University

Invitation to be Part of a Research Study

To participate, you must be:

- A Mental Health Professionals
- Millennial (individual born between 1981 and 1996) or
- Generation Z (individual born between 1997 and 2012).

Taking part in this research project is voluntary. Please take time to read this entire form and ask questions before deciding whether to take part in this research.

What is the study about and why is it being done?

This study's purpose is to gain a deeper understanding of the experiences, challenges, and sources of job satisfaction among mental health professionals in your generation. By participating, you will contribute valuable insights that can inform strategies for improving job satisfaction and overall well-being in the mental health field.

What will happen if you take part in this study?

1. Schedule a Zoom call with myself (researcher)
2. Participants will respond to questions in a semi-structured virtual interview which will take 60 minutes either face to face or via Zoom.
3. Participants can review their transcripts for accuracy.
4. Participant feedback influenced the validation and interpretation of the research findings. It will acknowledge the contributions of participants to the overall validity and credibility of the study.

How could you or others benefit from this study?

Should not expect to receive a direct benefit simply from taking part in an interview

There are multiple societal benefits from doing this study, participants may receive insight/teaching regarding job satisfaction and how professionals in the mental health field are affected.

What risks might you experience from being in this study?

The risks of this study are minimal; meaning they are equal to the risks you would encounter in everyday life. There is minimal risk in this study sense this interview allows for subjectivity by the participant. There are no right and wrong answers, just the experience that individuals work the everyday life of a mental health professional. All identifying information will be excluded from the study to protect participants identity.

How will personal information be protected?

The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records.

- Participant responses will be anonymous and will be kept confidential by replacing names with pseudonyms.
- Interviews will be conducted via Zoom meetings where others will not easily overhear the conversation.
- Data will be stored on a password-locked computer after three years; all electronic records will be deleted after three years.
- Recordings will be stored on a password-locked computer for three years. The researcher and members of the doctoral committee will have access to these recordings.
- Interviews will be recorded and transcribed. All video recordings will be kept in a locked computer and the researcher's committee will have access to it. All transcripts and data will be kept on a password locked computer. All data will be analyzed on a password-protected computer.

How will you be compensated for being part of the study?

Participants will be compensated for participating in this study upon completing the semi-structured interview. All participants of the semi-structured interview will receive no direct benefit.

What should you do if you decide to withdraw from your studies?

If you choose to withdraw from the study, please contact the researcher at the e-mail address/phone number included in the next paragraph. The data collected from you will be erased and will not be included in this study

Is study participation voluntary?

Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to not answer any question or withdraw at any time without affecting those relationships.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study Terence Fleeton, you may ask any questions you have now. If you have questions later, **you are encouraged** to contact him at [REDACTED]. You may also contact the researcher's faculty sponsor, Professor Gilbert Franco at [REDACTED].

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the IRB. Our physical address is Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA, 24515; our phone number is 434-592-5530, and our email address is irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) ensures that human subjects research will be conducted ethically as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Your Consent

By signing this document, you agree to be in this study. Make sure you understand what the study is about before you sign. You will be given a copy of this document for your records. The researcher will keep a copy of the study records. For participants who have not returned signed documents within a specified timeframe, personalized Email Reminders will be sent as necessary to encourage timely completion of consent form. If you have any questions about the study after you sign this document, you can contact the study team using the information provided above.

I have read and understood the above information. I have asked questions and have received answers. I consent to participate in the study.

The researcher has my permission to video-record me as part of my participation in this study.

Printed Subject Name

Signature & Date

APPENDIX C: Gen Z Questionnaire/Millennial Questionnaire

Introductory Questions :

1. In what year were you born?
2. What is your job title in the mental health field?
3. How many years have you been in mental health?

Job Satisfaction:

1. How would you describe satisfaction with your job?
2. What factors about your job contribute to your job satisfaction?
3. How would having those factors create more job satisfaction for you?
4. How did you determine those factors would create more job satisfaction for you?
5. How do you describe supervisory support?
6. How does supervisory support affect your job satisfaction?
7. How do you describe work-life balance?
8. How does work-life balance affect your job satisfaction?

APPENDIX D: Posting to HR Department

Ladies and gentlemen of the HR department,

I appreciate the opportunity to present to you today regarding an important research initiative aimed at understanding the experiences and perspectives of millennials

and Generation Z professionals within the mental health field. As we all know, the mental health sector is facing unprecedented challenges, and it is imperative that we gain insights into the unique dynamics shaping the workforce, particularly among younger generations.

The focus of our study is to explore the job satisfaction among millennials and Generation Z professionals working in the mental health field. Understanding their perspectives, motivations, and challenges is crucial for developing strategies to attract, retain, and support this valuable segment of our workforce. Our recruitment efforts will target individuals who identify as millennials (born between 1981 and 1996) and Generation Z (born between 1997 and 2012) and are currently employed in various roles within the mental health sector. This includes psychologists, counselors, therapists, clinicians, psychiatrists, primary care physicians, peer specialists, and behavioral health technicians. To reach potential participants, we will utilize a phenomenological approach, including mental health facilities in the Southwest Missouri area.

It is important to note that participation in the study will be voluntary and confidential, and individuals will have the opportunity to withdraw from the study at any time without repercussion. We will ensure that ethical guidelines are strictly adhered to throughout the recruitment and data collection process. By actively engaging millennials and Generation Z professionals in the mental health field, I aim to capture their perspectives on job satisfaction, career development, workplace challenges, and future aspirations. The insights gained from this study will inform evidence-based practices, policies, and initiatives aimed at enhancing the recruitment, retention, and support of mental health professionals across generations.

In summary, recruiting participants for this study is a critical step towards fostering a deeper understanding of the needs and preferences of millennials and Generation Z professionals in the mental health field. By collaborating with HR and other stakeholders, I can ensure that my recruitment efforts are strategic, inclusive, and impactful, ultimately contributing to a more resilient and thriving mental health workforce.

Thank you for your attention and support in this important endeavor. Together, we can make a meaningful difference in the lives of mental health professionals and those they serve.

APPENDIX E: Member-Checking Solicitation

From TJ Fleeton

Date:

Subject:

To: Thank you for allowing me to interview you.

As stated, the transcript of your interview is attached. Please note that I have redacted any personal references or identifiable information about you and your institution. As an acceptable practice in qualitative research, members check triangulates collected data.

Study participants are given the opportunity to review interview transcripts to ascertain accuracy and reflect on the narrative as you intended. Should you like to modify, expand or edit any of your responses to make them clearer, please use track changes in Microsoft Word.

Thank you for your participation, and I look forward to receiving your feedback. In the meantime, should you have any questions or concerns, please do not hesitate to call me.

You may also contact the researcher's faculty sponsor, Dissertation Committee Chair Gilbert Franco, at [REDACTED] Thank you again.

Sincerely,

TJ Fleeton

APPENDIX F: **Table 2***Job satisfaction: Work-life balance/Supervisory support comments*

Participant	Description of Work-life balance/Supervisory support
P1	“Having a supervisor that is supportive, -having a flexible place to work- at my current job there are protective hours”
P2	“Leadership on how they address things is important to me- direct, and feeling like I can go to them about it, I don't have good work-life balance, if I engage in my life, it makes me feel less guilt”
P3	“More of a work-life balance would make me more satisfied, if I didn't have to work on my weekends or take my work home- Someone I can go to without repercussions, help recognize your strengths, and identify where you can get better.
P4	“Environment Working for a company vs. Private contract work allowed me to be able to deal with just me- A (supervisor)person who does not have a personal agenda, meets the professional needs of people that work for them. “My phone is constantly going off, I feel like I never get a break from work, I struggle with burnout, having a great supervisor plays a part for me.”
P5	“I have a love/hate relationship, - poor supporting you emotionally, - A person who is willing to do anything they ask you to do is someone with supervisory support.
P6	“I get to make my own rules, I like the flexibility-When your new and learning to do the job they are there to help you as needed”
P7	“Workplace where I can have a good time- Someone that checks in and see how you are doing, - engaging with you “

- P8 “I'm learning that now, its hard to learn, makes sure personal life is healthy. -Guidance and mentorship if I didn't have that I would make a lot more mistakes”
- P9 “Flexibility- ability to leave work at work and lay my head down at night- A mentorship/ leadership willing to coach, guide, offer support, brainstorm, just a collaborative effort.”
- P10 “Maintaining my own weel being, so I can continue to do well for those that are seeking wellbeing- If I'm working in an environment where I'm not supported or cared for, I don't want to go there.”
- P11 “Making sure you are taking care of yourself, and understanding how to take care of yourself- a supervisor is Important that they are interested in you the induvial and how you can grow.”
- P12 “Personally, when I go home, I don't constantly get emails, and I set boundaries, - Knowing if something happens, I'm going to get help, my bosses are going to have my back and not get attacked
- P13 “I'm here to do my job, but I also need my own life and maintain my own health, -Somebody that is willing to process it, there is good training, and not being second guess.”
- P14 “I do not exercise any work-life balance, I would like to go to work and go home and do the things I would like to do, - Someone that is on the same page, anyone that is higher up than me.”

- P15 “Perfect WLB would be (pause) being able to come in and do my job effectively on a daily basis and still having time to do homework, do dishes, and do the things I need to do.-Supervisory support is being able to tell your workers that there in the wrong, and provide constructive criticism. Not talking down and demeaning me”
- P16 “I don't have great WLB, maintaining that is having good boundaries-I haven't had good supervisory support, If I can have a collaborative support, it runs smoother”
- P17 “WLB I'm getting accustomed to it, makes me not want to come in- Directing you, if it is something that you don't know how to do they coach you.”
-