

THE INFLUENCE OF MOTIVATION AND WORK ENVIRONMENT ON THE PERFORMANCE OF GENERATION Z EMPLOYEES IN SOUTH JAKARTA



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Abstract

This study aims to analyze the influence of motivation and work environment on the performance of Generation Z employees in the South Jakarta area. The problem identified in this study is the low performance of employees in several work sectors, which is suspected to be influenced by work motivation and work environment conditions. This study uses a quantitative approach with an associative design to measure the relationship between work motivation and work environment variables as independent variables, and employee performance as the dependent variable. Data were collected through questionnaires distributed to 100 respondents randomly selected using a random sampling method based on the Slovin formula. The results of the study indicate that work motivation has a positive and significant influence on employee performance, with a calculated t value of 2.354 ($p = 0.021$). In addition, the work environment is also proven to have a significant positive influence on employee performance, as evidenced by a calculated t value of 3.696 ($p = 0.000$). The conclusion of this study confirms that motivation and work environment play an important role in improving the performance of Generation Z employees. The practical implication of this study is the importance of managing motivation and optimizing the work environment to create a conducive work atmosphere that encourages productivity and the achievement of organizational goals.

Keywords: Motivation, Work Environment, Employee Performance

INTRODUCTION

The workforce is a highly valuable asset for any business entity, as a company's success depends heavily on the quality of its workforce. Every corporation has a vision, a path, and goals to achieve. Therefore, companies need to pay attention to several aspects to minimize potential problems and maximize the use of existing human resources for success (Banasik, 2015). Performance refers to an individual's success in carrying out their responsibilities. In the context of employees, performance is closely related to the achievement of work performed by an individual in carrying out assigned tasks to meet work objectives. The success of a company is determined by the quality of its employees' performance. Employees with optimal levels of performance can produce high-quality work, positively impacting the company's success. Therefore, it is crucial for organizations to monitor and ensure employee performance aligns with established standards (Rahayu & Rushadiyati, 2021).

One aspect that can support improved employee performance is efforts to increase appropriate work motivation, such as fulfilling external needs (for example, basic needs, food, clothing, shelter, and a conducive work environment) and internal needs (for example, an employee's desire to achieve a satisfying career path). Motivation is crucial because with it, every employee will be motivated to strive hard and be passionate in achieving superior performance. Individual motivation can be influenced by desire, fulfillment of needs, goals, and satisfaction. This motivation can come from internal or external factors. This can encourage an individual to carry out an activity (Sunyoto, 2012:11). Leaders in companies are also an important factor in providing motivational encouragement for their employees. If a leader can convey positive work encouragement to employees, then those employees are able to achieve the performance desired by the company where they work.

The success of an organization is determined by two main aspects: employee performance and public perception of the organization. According to McKinsey research data (Nadhifah, 2018), 99% of companies with quality human resources have a significant opportunity to outperform their competitors. Employees are a highly valuable resource for organizations, demonstrating the close relationship between human resources and company performance. Therefore, this situation presents an obstacle for organizations to develop more efficient tactics in managing, developing, and retaining employees. Besides work motivation,

another factor that can influence employee performance is the work environment. A good work environment can build strong relationships between individuals within it. Therefore, it is important to create a comfortable and supportive work environment, as this can make employees feel at home, happy, and enthusiastic in carrying out their tasks. The resulting job satisfaction can also encourage improved employee performance. For a company, employee performance is crucial because it significantly influences business development. Employees who behave in a commendable and obedient manner in carrying out their duties show that the employee is motivated and orderly in carrying out his work, whereas if the employee behaves in a less commendable manner in carrying out his duties, then the employee reflects a weak motivation in carrying out his work.

The phenomenon of Generation Z employee performance in the Jakarta area or more precisely in South Jakarta is also an important concern that must be studied further, because according to the opinion of the Pew Research Center in 2019, Generation Z is a generation group born after Generation Y or millennials and is generally considered to be a group born between 1997 and 2012. In general, Generation Z is a group that is very adept at using technology and is often considered "digital native" because of their ability to adapt to continuously developing technology (Thomas et al., 2019). The phenomenon of Generation Z's performance in South Jakarta shows differences compared to previous generations. Generation Z tends to prioritize freedom, creativity, and life-career balance in work. However, Generation Z also shows an impatient attitude and tends to get bored easily, and requires constant challenges in their work (Prasetya & Savitri, 2021).



Figure 1
Percentage of Indonesian Population by Generation in 2020

Based on data from the Central Statistics Agency (BPS) shown in Figure 1.1, Generation Z in Indonesia includes those born between 1997 and 2012. Based on the results of the 2020 population census, Generation Z ranks first with a total of 74.93 million people, or equivalent to 27.94% of the total population of Indonesia. Meanwhile, the Millennial Generation ranks second with a total of 69.38 million people or 25.87%.

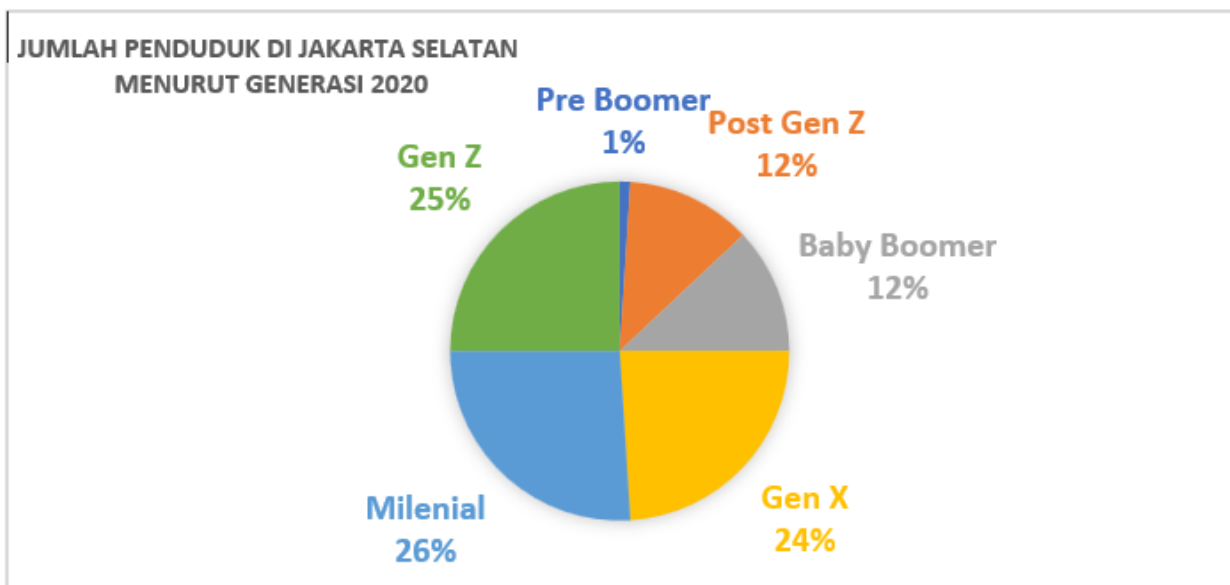


Figure 2
Population in South Jakarta by Generation in 2020

Based on 2020 data from the Central Statistics Agency (BPS) as shown in Figure 1.2, Millennials dominate the population in South Jakarta at 26% or around 580,406 people. Then followed by Generation Z, born between 1997 and 2012 and aged around 12 to 27 years, with 25% or around 560,224 people. Meanwhile, Generation X, born between 1965 and 1980 and aged around 40 to 55 years, recorded a figure of 24% or around 527,710 people. As the most dominant group in the Indonesian professional world, Generation Z pays great attention to psychological well-being and a work climate that aligns with moral principles. Generation Z strives to design a more conducive work atmosphere through a constructive culture, free from

bullying or marginalization. Referring to information obtained from the 2022 Deloitte Global Research on Generation Z and Millennials, which involved 14,808 Gen-Z individuals and 8,412 Millennial individuals from 46 countries, approximately 46% of both stated that they would not join an organization that violated ethical norms.

Several factors have the potential to influence the development of workforce management, one of which is generational disparity in the professional sphere. Workers placed in suboptimal situations and with minimal facilities will ultimately produce less than satisfactory work results for business entities. Because not every individual is able to remain in one position or location for an extended period, even if they work in a position that aligns with their skills or educational qualifications, the phenomenon of job-hopping, particularly among Generation Z, is often referred to as "employee hopping" and remains a frequently discussed topic.

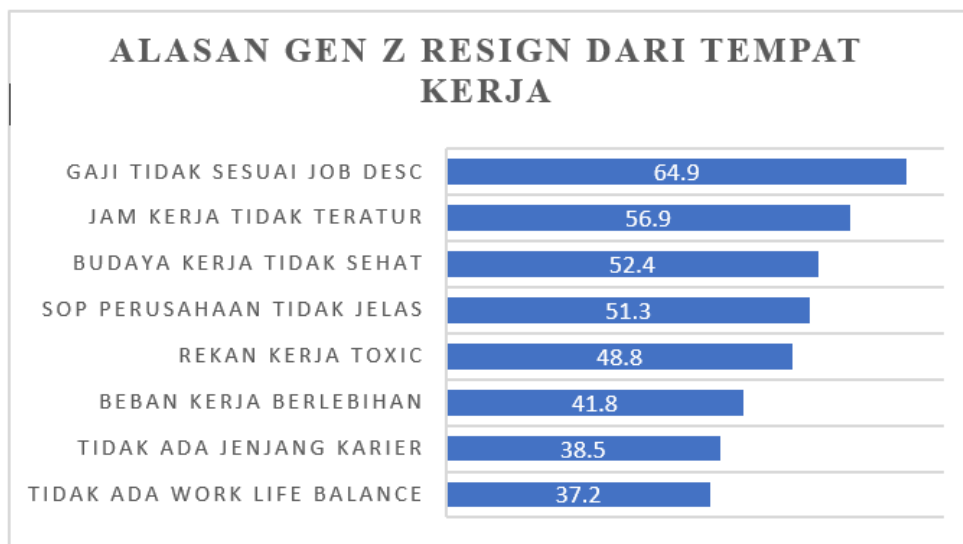


Figure 3
Reasons Gen Z Resigns from Workplace

Generation Z may stop working for various reasons. According to research conducted by the Opinion Poll (JakPat), the majority of Generation Z members, 64.9% of participants, are likely to resign from their jobs if their wages are not commensurate with the tasks and responsibilities they carry. Furthermore, approximately 37.2% of participants stated that they are likely to choose to resign from their profession if they feel there is no balance between personal and professional matters (work-life balance).

REVIEW OF LITERATURE

Motivation

Work motivation is a drive that arises from within or outside a person and influences their attitude and behavior in completing work. According to Hasibuan (2015), motivation is a driving force that causes someone to be enthusiastic and willing to direct their energy and thoughts toward achieving organizational goals. This motivation can stem from personal desires, basic needs, life goals, and even recognition from the surrounding environment.

Work motivation plays a crucial role in the workplace because motivated employees demonstrate high levels of enthusiasm, loyalty, and initiative in completing tasks. Various motivational theories have been developed to explain the factors influencing this drive. For example, Maslow (in Hasibuan, 2003) proposed a hierarchy of needs theory, which consists of five levels of human needs, ranging from physiological needs to self-actualization. Herzberg then distinguished between motivating factors (which promote job satisfaction) and hygiene factors (which prevent job dissatisfaction), such as working conditions, relationships with colleagues, and company policies.

For Generation Z, work motivation has a more complex meaning. Beyond material rewards, this generation places a strong emphasis on personal development, recognition for contributions, and opportunities for innovation in their work. Suryani (2015) even showed that work motivation has a big influence on improving work performance, which means that the stronger a person's motivation, the greater their contribution to organizational performance.

Work Environment

The work environment, both physical and non-physical, significantly determines a person's comfort and performance at work. Robbins (2010) states that the work environment can shape individual behavior within an organization. Sedarmayanti (2017) echoes this sentiment, stating that supportive working conditions will help increase productivity.

For Generation Z, the work environment isn't just about facilities, but also about a healthy, open, and non-pressurizing atmosphere. Research by Thomas et al. (2021) suggests that Gen Z tends to work better in flexible and supportive environments. A 2022

JakPat survey also showed that they wouldn't hesitate to leave a job if they felt mentally unwell or if the workload wasn't commensurate with the compensation.

Employee Performance

Employee performance is a crucial aspect in supporting organizational success, as it reflects how effectively individuals carry out assigned tasks. Performance is not only assessed based on work results, but also on how those tasks are carried out in a timely manner, responsibly, and in collaboration with colleagues. In theory, Vroom, through his Expectancy Theory, explains that performance is the result of the interaction between motivation and ability. Other theories, such as the Path-Goal Theory, emphasize that performance is maximized when an individual understands the path to achieving their goals. Factors such as the work environment, motivation, leadership, and organizational culture play a significant role in driving optimal employee performance.

With Generation Z, which is now beginning to dominate the workforce, new challenges are emerging related to performance management. Generation Z is known to place greater value on flexibility, personal development, and work-life balance. Data from the Central Statistics Agency (BPS) and the JakPat survey show that they tend to leave their jobs if they feel unappreciated or lack a supportive work environment. Research from Ali et al. (2022) and Thomas et al. (2021) suggests that Gen Z performs best in a psychologically healthy environment that provides growth opportunities. Therefore, organizations must adapt their performance management approach to the characteristics of this generation to maintain productivity and optimize their potential.

Research Framework

Based on the theory and previous research that have been described, the framework of thought in this study consists of two independent variables, namely: Motivation and Work Environment. Both variables are assumed to influence Employee Performance as the dependent variable. Sugiyono (2017:60) states that a series of thoughts will conceptually connect between independent and dependent elements. This framework aims to describe the pattern of relationships between the variables studied, especially between the independent variable (X) and the dependent variable (Y). Therefore, the framework of thought becomes the basis of the researcher's thought process in understanding and formulating the direction

of the research, as well as to help explain the relationship between the problem formulation and the objectives to be achieved.

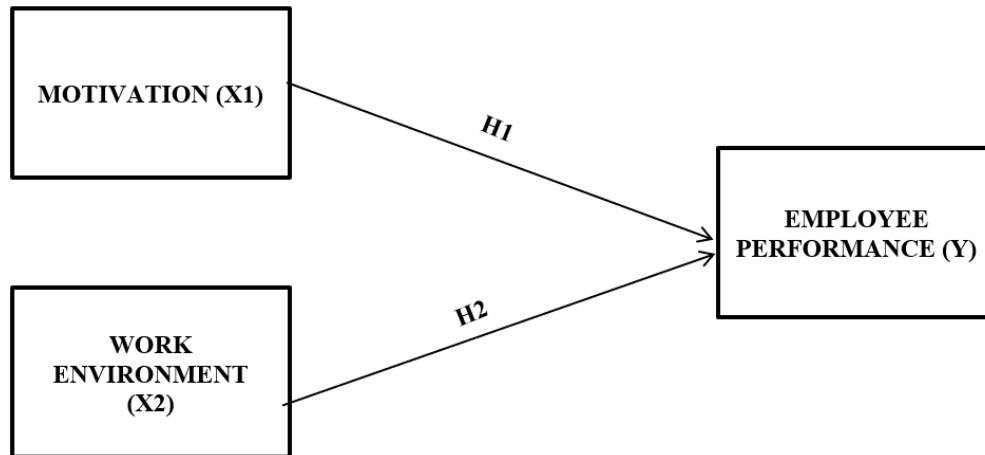


Figure 4
Research Framework

Information:

X1: Motivation (Independent Variable)

X2: Work Environment (Independent Variable)

Y: Employee Performance (Dependent Variable)

Hypothesis

According to Sugiyono (2017:64), a hypothesis is a temporary answer to a research problem formulation, the truth of which must be proven through collected empirical data. This hypothesis is usually stated in the form of a statement or question. It is called temporary because the response provided is based on relevant theories, so it cannot yet be considered a conclusion based on concrete evidence obtained through the process of information gathering and surveys. Hypotheses are formulated based on a framework of thought that represents an initial assumption regarding the formulated problem.

Thus, the hypothesis proposed in this study is as follows:

Motivation has a positive influence on employee performance

H2: The Work environment has a positive influence on employee performance

RESEARCH METHOD

In this study, the approach applied is a quantitative research type with an associative research design, which aims to reveal the relationship between independent variables, namely work motivation and work environment, to the dependent variable, namely employee performance. This research is based on the philosophical view of positivism, which emphasizes the collection of numerical data to be tested using statistical methods (Sugiyono, 2019). This study aims to identify how much influence work motivation and work environment have on the performance of Generation Z employees working in South Jakarta, using data collected through quantitative instruments, such as questionnaires distributed to Generation Z employees.

The method used in this study involves two types of data: primary and secondary data. Primary data was obtained directly from respondents in South Jakarta, particularly from Generation Z employees, through data collection techniques such as interviews and questionnaires. Secondary data was used to enrich the understanding of the research topic, obtained through literature or documents relevant to this study. Primary data sources were used to answer research questions that focused on the influence of work motivation and the work environment on employee performance, while secondary data were used to provide a broader perspective than previous research. Therefore, primary data is the main element in measuring predetermined variables, while secondary data is used to support the findings and provide a deeper context related to existing theories.

The sampling technique used in this study was the Random Sampling method, which allows each individual in the population to have an equal chance of being selected as a sample. The sample size was determined using the Slovin formula, with a tolerance limit of 10%. Based on this calculation, a sample size of 100 respondents was obtained. The sample was selected randomly among Generation Z employees working in South Jakarta, consisting of various job sectors, including startups, large companies, and government agencies. This aims to ensure that the sample taken can represent the population as a whole and the research results can be generalized. In addition, the application of this technique aims to avoid imbalances in respondent selection, so that the research results are more valid and able to accurately describe the influence of variables.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1.
Respondent Identity

Characteristics	Number of Respondents	Percentage (%)
Age		
18 – 20 years old	19	19%
20 – 22 years old	39	39%
22 – 26 years old	42	42%
Total	100	100%
Gender		
Man	34	34%
Woman	66	66%
Total	100	100%
Level of education		
High		
School/Vocational	50	50%
School	47	47%
S1		
S2	3	3%
Total	100	100%
Length of work		
< 1 year	19	19%
12 years old	50	50%
3 – 4 years	27	27%
>5 years	4	4%
Total	100	100%

Source: Data processed by researchers 2025

Based on Table 1 above, it can be seen that in terms of age, the majority of respondents in this study were in the age range of 22 to 26 years, with a total of 42 respondents (42%). Furthermore, based on gender, the majority of respondents were female, with a total of 66 respondents (66%), while the rest were male respondents, with a total of 34 respondents (34%). Based on education level, the majority of respondents had a high school/vocational high school education, with a total of 50 respondents (50%). Furthermore,

based on length of service, the majority of respondents in this study were in the range of 1 to 2 years, with a total of 50 respondents (50%).

Data Instrument Test

Data instrument testing included validity and reliability tests, which aimed to ensure that the instruments used in this study were valid and reliable. The following are the results of the validity and reliability tests.

Validity Test

Validity testing is used to determine whether an instrument is valid or not. An instrument can be said to be valid if the relevance score is below 0.05 or 5%. The evaluation procedure is if the calculated r value is greater than the table r value, then the measuring instrument or statement components are significantly related to the total score (considered valid). Total number of samples (n) = 100, df (degree of freedom) = N - 2 = 100 - 2 = 98, then got r table of 0.197

Table 2.
Validity Test of Motivation Instruments

Statement Items	Calculate r Value	Table r Value	Information
Instrument 1	0.532	0.197	Valid
Instrument 2	0.644	0.197	Valid
Instrument 3	0.607	0.197	Valid
Instrument 4	0.651	0.197	Valid
Instrument 5	0.718	0.197	Valid
Instrument 6	0.696	0.197	Valid

Source: SPSS 20 Data Processing Results

Based on the table above, by comparing the calculated r value and the table r value of 0.197, it can be concluded that the motivation variable is declared valid because all calculated r values are greater than the table r value.

Table 3.
Validity Test of Work Environment Instruments

Statement Items	Calculate r value	Table r Value	Information
Instrument 1	0.673	0.197	Valid
Instrument 2	0.655	0.197	Valid

Instrument 3	0.626	0.197	Valid
Instrument 4	0.553	0.197	Valid
Instrument 5	0.655	0.197	Valid
Instrument 6	0.631	0.197	Valid
Instrument 7	0.543	0.197	Valid
Instrument 8	0.691	0.197	Valid
Instrument 9	0.566	0.197	Valid

Source: SPSS 20 Data Processing Results

Based on the table above, by comparing the calculated r value and the table r value of 0.197, it can be concluded that the work environment variable is declared valid because all calculated r values are greater than the table r value.

Table 4.
Validity Test of Employee Performance Instruments

Statement Items	Calculate r value	Table r Value	Information
Instrument 1	0.726	0.197	Valid
Instrument 2	0.681	0.197	Valid
Instrument 3	0.672	0.197	Valid
Instrument 4	0.674	0.197	Valid
Instrument 5	0.617	0.197	Valid
Instrument 6	0.667	0.197	Valid
Instrument 7	0.824	0.197	Valid
Instrument 8	0.557	0.197	Valid

Source: SPSS 20 Data Processing Results

Based on the table above, by comparing the calculated r value and the table r value of 0.197, it can be concluded that the employee performance variable is declared valid because all calculated r values are greater than the table r value.

Reliability Test

An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.600. Conversely, if the Cronbach's Alpha value is less than 0.600, the data is declared unreliable. With a data set (n) of 100, the r value obtained is 0.197.

Table 5.
Reliability Test Results

Variables	Cronbach's Alpha	Limit	Information
Motivation	0.715	0.600	Reliable
Work environment	0.796	0.600	Reliable
Employee performance	0.829	0.600	Reliable

Source: SPSS 20 Data Processing Results

Based on the table above, it can be concluded that the variables of motivation, work environment, and employee performance are declared reliable because the Cronbach's Alpha value of each variable is greater than 0.60.

Classical Assumption Test

In this study, classical assumption testing was carried out through normality tests, multicollinearity tests, and heteroscedasticity tests, with the following results:

Normality Test

The normality test aims to determine whether the residual values are normally distributed. A good regression model is characterized by normally distributed residual values. Therefore, the normality test is not performed on each variable, but rather on the residual values. The test is performed using a normal probability plot curve, with the stipulation that if the points on the graph are spread around the diagonal line and form a tightly packed pattern around it, the data is considered normally distributed. The following are the results of the normality test.

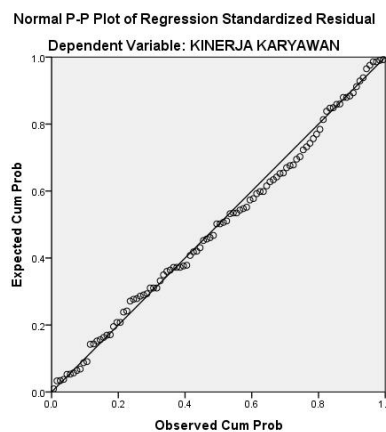


Figure 5
Normality Test Results

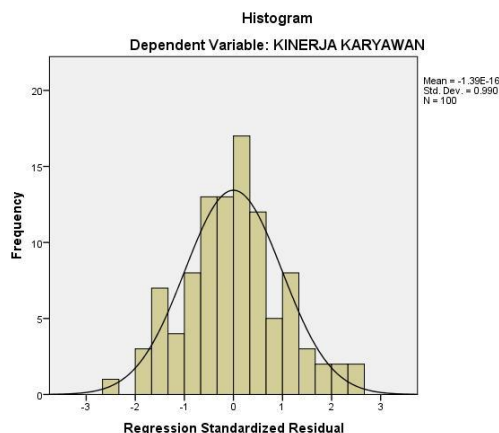


Figure 6
Normality Test Results
Histogram Graph

Source: SPSS 20 Data Processing Results

Based on Figures 5 and 6 above, it can be seen that the points on the PP Plot graph are spread around the diagonal line, and the data distribution in the histogram graph approaches a normal line. Therefore, it can be concluded that the data in this study has a normally distributed regression model.

Heteroscedasticity Test

This test aims to determine whether there are differences in residual variance between observations in a regression model. If the residual variance remains the same for each observation, this condition is called homoscedasticity. Conversely, if the residual variances vary, this condition is called heteroscedasticity. The ideal regression model is one that is free from heteroscedasticity. The following are the results of the heteroscedasticity test.

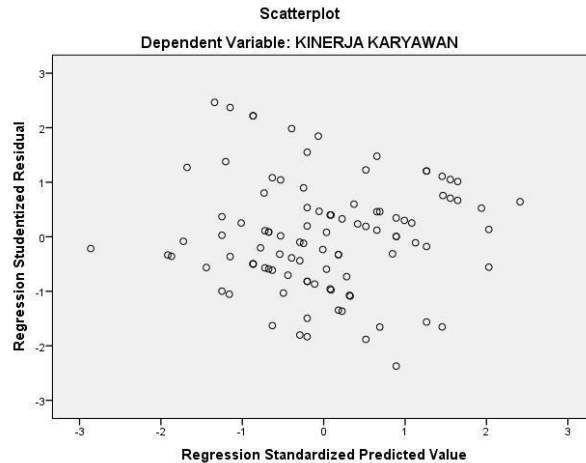


Figure 7
Heteroscedasticity Test Results
Scatterplot Graph
 Source: SPSS 20 Data Processing Results

Based on Figure 7 above, the results of the heteroscedasticity test using a scatterplot, it can be seen that the points are spread randomly and evenly above and below the number 0 on the Y axis. So, it can be concluded that there is no indication of heteroscedasticity in the regression model, so the model is suitable for use in testing.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a linear relationship between independent variables in a regression model. A regression model is considered free from multicollinearity if the Variance Inflation Factor (VIF) is below 10 and the tolerance value is greater than 0.10.

Table 6.
Multicollinearity Test Results
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	14,694	4,197		3,501	.001		
1 Motivation	.274	.116	.218	2,354	.021	.969	1,032
Work Environment	.339	.092	.343	3.696	.000	.969	1,032

a. Dependent Variable: Employee Performance

Source: SPSS 20 Data Processing Results

Based on the table above, it can be seen that the data in this study does not indicate multicollinearity or a relationship between the independent variables. This is evident from the VIF values for all independent variables, which are below 10, at 1.032, and the tolerance value, which is greater than 0.10, at 0.969. Therefore, it can be concluded that the variables in the regression model in this study are free from multicollinearity issues.

Data Analysis Methods

Multiple Linear Regression Analysis

This analysis was conducted to determine the variables of motivation and work environment on employee performance.

Table 7.
Multiple Linear Regression Test Results

Model	Coefficients		t	Sig.	
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error			Beta
(Constant)	14,694	4,197	3,501	.001	
1 Motivation	.274	.116	.218	2,354	.021
Work Environment	.339	.092	.343	3.696	.000

a. Dependent Variable: Employee Performance

Source: SPSS 20 Data Processing Results

Based on the table above, the results of data processing using IBM SPSS Statistics V.20, it can be concluded that the mathematical relationship formula is as follows:

$$Y = 14.694 + 0.274X_1 + 0.339X_2 + \epsilon$$

The numbers in the multiple linear regression equation above can be interpreted as follows:

- 1) α = Constant of 14.694 indicates that if the value of variables X1 and X2 (motivation and work environment) is 0 (zero), then the value of variable Y (employee performance) is 14.694.
- 2) β_1 = The regression coefficient of 0.274 is a value derived from the variable X1 (motivation) which has a positive regression direction, which means that every 1 point

increase in the value of X1 (motivation) will increase the value of Y (employee performance) by 0.274.

- 3) β_2 = The regression coefficient of 0.339 is a value derived from the variable X2 (work environment) which has a positive regression direction, which means that every 1 point increase in the value of X2 (work environment) will increase the value of Y (employee performance) by 0.339.

Coefficient of Determination Test

Table 8.
Results of Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.438a	.192	.175	2.97035

- a. Predictors: (Constant), Work Environment, Motivation
- b. Dependent Variable: Employee Performance

Source: SPSS 20 Data Processing Results

Based on the table above, it can be seen that employee performance is influenced by motivation and the work environment by 19.20%. Therefore, the remaining 80.8% (100% - 19.2%) is influenced by factors outside this study.

Hypothesis Testing

Partial Significance Test (t-Test)

The t-test is used to test whether there is a partial significant influence between each independent variable and the dependent variable. This t-test aims to see the significant influence of the independent variable on the dependent variable. The t-test is used to test whether the independent variable individually has a dominant influence with a significance level of 5% (0.05) with degrees of freedom $df = 100 - 2 - 1 = 97$, and the t-table used in the study is 1,984. The following are the results of the t-test.

Table 9.
t-Test Results
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	14,694	4,197		3,501	.001
1 Motivation	.274	.116	.218	2,354	.021
Work environment	.339	.092	.343	3.696	.000

a. Dependent Variable: Employee Performance

Source: SPSS 20 Data Processing Results

Based on the t-test results table above, the following conclusions can be obtained:

1) The Influence of Motivation on Employee Performance

Based on the results of the t-test, it can be seen that the calculated t-value is greater than the t-table ($2.354 > 1.984$) with a significant value of the motivation variable of $0.021 < 0.05$ or 5%. Therefore, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. In this case, it shows that the motivation variable has a positive and significant influence on employee performance.

2) The Influence of Work Environment on Employee Performance

Based on the results of the t-test, it can be seen that the calculated t-value is greater than the t-table ($3.696 > 1.984$) with a significant value of the work environment variable of $0.000 < 0.05$ (5%). Therefore, it can be concluded that H_0 is rejected and H_a is accepted, which means that the work environment variable has a positive and significant influence on employee performance.

Hypothesis 1: The Influence of Motivation on Employee Performance

From the test results conducted in this study, it can be concluded that the motivation variable has been proven to have a positive and significant influence on employee performance. This can be seen from the calculated t value of 2.354 which is greater when compared to the t table of 1.984 ($2.354 > 1.984$). In addition, the significance value obtained is 0.021, smaller than the significance limit of 0.05 ($0.021 < 0.05$). Therefore, it can be concluded that H_0 is rejected and H_a is accepted, so the motivation variable has a positive and significant influence on employee performance.

The results of this study are relevant to research conducted by Handayani et al. (2022), which demonstrated that motivation has a positive and significant impact on employee performance.

Hypothesis 2: The Influence of Work Environment on Employee Performance

Based on the test results conducted in this study, it can be concluded that the work environment variable has a positive and significant influence on employee performance. This can be seen from the calculated t value of 3.696, which is greater than the t table value of 1.984 ($3.696 > 1.984$). In addition, the significance value obtained is 0.000, smaller than the significance limit of 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that H_0 is rejected and H_a is accepted, so the work environment variable has a positive and significant influence on employee performance.

This research is relevant to research conducted by Parulian (2020), which states that the work environment has a positive and significant impact on employee performance.

CONCLUSION

Based on the research results, it can be concluded that motivation and the work environment have a positive influence on the performance of Generation Z employees in South Jakarta. The higher the motivation and the better the work environment, the higher the employee performance. Therefore, increasing motivation and creating a conducive work environment are key factors in driving optimal performance among Generation Z employees.

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