

## JOB SATISFACTION AS A MEDIATOR OF LEADERSHIP, MOTIVATION, COMPENSATION, AND WORK ENVIRONMENT ON GEN Z EMPLOYEE PERFORMANCE IN JAKARTA



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### Abstract

Generation Z currently dominates the workforce in Indonesia, including in the private sector in DKI Jakarta Province. The unique characteristics of this generation such as a preference for work flexibility, self-development, and a work environment that supports values and sustainability. This study aims to analyze the influence of leadership style, motivation, compensation, and work environment on employee performance, with job satisfaction as a mediating variable on Generation Z employees in private companies in Jakarta. This study uses a quantitative approach with a causal design and survey method. Data were collected from 249 respondents with at least one year of work experience. Data testing was conducted using Structural Equation Modeling (SEM) using LISREL 8.8. The results indicate that motivation, compensation, and job satisfaction have a positive and significant direct effect on employee performance. Meanwhile, leadership style and work environment were found to have no positive effect on employee performance. In addition, job satisfaction was proven to mediate the variables of motivation, compensation, and work environment on employee performance. However, leadership style could not be mediated by job satisfaction in influencing employee performance. These findings emphasize the importance of compensation and work environment provided by companies, as well as motivational incentives to optimize the performance of Generation Z in the private sector. Furthermore, the selection of leadership styles within a company should be considered to enhance employee performance.

**Keywords:** Leadership Style, Motivation, Compensation, Work Environment, Job Satisfaction, Employee Performance, Generation Z

## INTRODUCTION

With the presence of Generation Z, there has been a lot of changes in the professional behavior patterns, especially regarding adjustment to work environments that are based on technology, and having work flexibility, which is above previous generations (Yang & Dini, 2023). Generation Z is more comfortable in working hybrid or remotely and seeks high expectations for diversity, inclusivity, and sustainability in and around the workplace. In turn, companies need to modify their strategy in human resource management to stay relevant (Fajriyanti et al., 2023; Goltom, 2023; Katsaros, 2024). In addition, Generation Z does not only preoccupy itself on finances while working. they also want significant work that is concerned with personal development and flexibility and work-life balance (Vieira & Gomes, 2024). In this respect, Gen Z desires to have difficult working experiences that contribute towards honing their capabilities and not just getting a fat paycheck (Rzemieniak & Wawer, 2021). Further, Gen Z is lured towards those organizations whose vision resonates with their individual values, such as sustainability, inclusivity and innovation (Pham et al., 2024).

Generation Z which has been born in the digital age has certain characteristics which lead to the motivation and preference in the work place (Dobrowolski et al., 2022). The dependence of their generation on technology and its need for flexibility, as well as wishes to progress quickly in their careers, all contribute to making their job decisions (Wamer *et al.*, 2022). Based on the 2024 IDN Research Institute report relating to aspects that impact Generation Z at the workplace, Salary and benefits topped with a percentage of 64% of participants. This shows that financial stability is still a major concern to this generation.

Apart from the money, a supportive environment at work as well as positive corporate culture are also important, both having 51% support, which is consistent with the career development opportunities which had the same percentage. Job-person fit, which involved accord of the job and personal skills and interests, was reported by 42% of the respondents, meaning Gen Z does prefer positions in line with their prowess and desires. 40% of responders deemed work-life balance important, which is further illustrating the importance of flexibility in a modern workplace. Moreover, the interpersonal relationships with colleagues and superiors were also accounted for by 32% of respondents, which implies that social connections and teamwork are still the qualities of importance. Lastly, the least influence was made by financial and health-related benefits at 28%.

Job satisfaction depicts the level at which employees are satisfied with their work, regardless of the working conditions, interpersonal relationships, payment, career development opportunities, and balance of work and life (Bińczycki et al., 2023). When the employees are valued and cared for in an environment they get motivated, committed to improve their performance. On the other hand, dissatisfaction may result in low morale, increase in stress levels and increased risk of turnover (Popaitoon, 2022). By contrast, employee performance is one of the major determinants of organizational effectiveness and productivity, which are determined by quantity, quality, efficiency, and timeliness in production of outputs (Dobrowolski et al., 2022). Some of the most important factors that will affect the performance include individual competence, motivation, environment and management system.

In this regard, an adaptive, contemporary, and technology-oriented working environment is one of the important elements that are of interest for generation Z because they both pursue the productivity's and emotional and social's goals (Achmad Fajar, 2024).

This generation likes inclusive and cooperative environments that will be open to new ideas. Besides, work-life balance and sustainability is the key element in which supportive facilities for mental and physical well-being, such as comfortable break rooms or remote work may increase motivation and efficiency level. In a study conducted by (Vuong & Nguyen, 2022), it was found that all respondents demonstrated a high level of interest in the working settings that assume well-being.

Digitized workplace is one of the expectations of generation z in improving the efficiency of work, supported by such technologies as cloud computing, big data and AI, which allows automation and more effective cooperation (Adiastri, 2024). However, many companies in Jakarta are still using old systems which may impede on their productivity. Apart from the process of digitalization, work flexibility is also essential, including the Work From Anywhere (WFA) concept which allows for a more optimal performance (Adiastri, 2024). (Zaman, 2024) asserts that flexibility is highly valued by the Generation Z, especially in regards to flexible working hours.

Other than the work place, another chief influencer of employee performance especially for Gen Z personnel is the payment. In this case, compensation is not just limited to salary but also entails incentives. This generation is concerned more about a whole-person type of compensation comprising benefits, work-life balance, and opportunities for career development (Kuzior et al., 2022). Since Generation Z is becoming more numerous in the workplace, their expectations regarding the broader compensation adds to changes in the organisational culture (Acheampong, 2021). According to the research by Rizal and Adnyana (2024), proper compensation, in particular, when it is combined with the mental well-being, plays a vital role in increasing motivation and performance.

As one of the key reasons affecting employee performance, motivation provides higher productivity, engagement, and loyalty to an organization if the level is high (Bińczycki et al., 2023). Both intrinsic and extrinsic factors can be the source of motivation, including job satisfaction and individual achievement from the intrinsic factors, and financial inducement, recognition and career prospects from the extrinsic factors (Garai-fodor et al., 2021). Generation Z has different motivational needs as compared to the former generations; they are likely to loss motivation whenever they miss their job, can't work with colleagues in harmony, have no purpose or are burdened by too much tasks (Bulut & Maraba, 2021).

Leadership style depicts how the leaders guide and manage teams towards accomplishing particular objectives (Lee 2021). A number of ways of leadership exist; authoritarian being one of them, which emphasizes on complete control. democratic, meaning involving team involvement; and laissez-faire, which allows freedom for the subordinates (Garai-fodor et al., 2021). The effectiveness of the styles depends on situation, organizational culture, and the personal characteristics. Regarding Generation Z, the flexible, participative, and technology-oriented style is more adequate since this generation is interested in the participation in decision-making (Nicolic et al., 2022; Fatoki, 2023).

The private companies in DKI Jakarta have very daunting tasks in terms of the quest to remain competitive especially in the dynamics of the modern market force with the increasing dominance of the workforce by the generation Z in the market. Members of this generation have different expectations of work from the previous cohorts: flexible work schedule, involvement in making decisions, and technology-permeated work scenarios. Companies should realize factors that help increase the performance of these group such as the leadership style, motivation, compensation and work environment. Besides, there is a key

intervening role of job satisfaction in facilitating the association of these variables with the employee performance. Thus, the present study will be focused on the examination of the mediating role of job satisfaction in influencing the relationship between leadership style, motivation, compensation, and work environment to employee's performance among Generation Z, in particular, in private companies in Jakarta Province.

Despite an array of prior studies on the topic of leadership style, motivation, compensation, and work environment and their impact on the employee performance, majority of them are conducted as general studies, without a specific tie to Generation Z. Various of these studies have focused on the general workforce without taking into consideration the unique characteristics and preferences among the generation Z and the previous generation. Also, the site for research purposes is Jakarta because it is the country's business and economic hub; so very high density population of private and multinational firms there is. The overall aim of this research is to identify and explain the relationship between the leadership style, motivation and compensation and work environment on the employee performance in relation to the generation Z working in private companies; but mediated by job satisfaction in the province of DKI Jakarta.

## REVIEW OF LITERATURE

Social Exchange Theory sees social interaction as a trade handle based on a cost-benefit examination, wherein people tend to select connections that offer the most extreme benefits and negligible costs (Cropanzano & Mitchell, 2005). Believe and commitment are basic components in adjusting the discernment of costs and benefits in social intelligence (Molm et al., 2007). In interpersonal connections, people evaluate connections by comparing rewards, costs, and accessible choices (Emerson, 1976). In promoting, social trade happens between buyers and brands, where client fulfillment and devotion are based on seen esteem (Bagozzi et al., 1975). This concept too applies in online communication, where people assess the benefits and dangers some time recently sharing data. In organizational settings, the relationship between representatives and the organization is seen as a shape of trade, wherein employees' commitments are responded by organizational rewards (Blau, 1964). Organizational equity impacts employees' discernment of social trade and has an effect on work behavior. Besides, the relationship between pioneers and group individuals too influences development and group execution (Ahmad et al., 2023).

Leadership style is characterized as the collection of behaviors of pioneers that person embrace to impact, persuade and direct his subordinates towards fulfillment of organizational goals and it can impact representative execution specifically or by implication through go betweens such as organizational commitment (Donkor, et al., 2021). Goleman (2000) proposed 6 key authority styles: definitive, majority rule, affiliative, coercive, pacesetting and coaching, which have diverse affect on inspiration and communication. Bass & Riggio (2006) pushed the dynamism of transformational authority, in motivating the representative past the simple desire through concern for interpersonal relations and a shared vision. Afrin et al. (2023), inclusive leadership is noteworthy within the support of worker association, great communication and positive input that's valuable for improved execution, especially in competitive divisions. The leadership dimensions utilized in this consider are created from Afrin et al. (2023) and Donkor et al. (2021) counting Transformational Leadership, Transactional Leadership, and Laissez-Faire Leadership.

Motivation is considered to be an internal force that compels people to direct and sustain behaviour towards the accomplishment of objectives (Robbins & Judge, 2019). Openstax (2019) posits that motivation is born out of unsatisfied needs or an inner struggle. Two classes of motivation are distinguished in Bergin (2022): “intrinsic motivations” (that come from inside a learner) and “extrinsic motivations” (driven by factors external to the learner). Wasserman (2020), additionally, argues that motivation also can be complex depending on the goals being pursued or the processes involved. On the basis of this assumption, Hasibuan (2017) that work motivation encourages the spirit and dedication to obtain the best results. Afrin et al. (2023) discovered that individual's performance at work is manifold influenced by intrinsic and extrinsic motivation where the latter can be raised by appreciation, work environment and professional development policies. Robbins and Judge (2021) have highlighted the importance of motivation to ensure the high performance and organization's survival.

The motivational domains in this study are in accordance with Portoghese et al. (2020) and Galletta et al. (2020) especially to Intrinsic Motivation, the natural feel for performing an activity for its inherent pleasure or satisfaction instead of external pressures or rewards. Unlike intrinsic motivation, which is based on self-fulfilment, and unlike identified regulation, which is based on values that are volitionally endorsed.

Compensation is a way to reward an employee in the form of monetary payment or in the exchange for service of the employees (Hasibuan, 2017). Compensation is an integral aspect of human resource which all types of rewards that individuals receive from their organisation in exchange for their labour. Following Armstrong (2020), compensation encompasses base salary and various allowances, incentives and benefits which are meant to motivate and improve employees' performance. Recent experimental work from Afrin et al. in that, is the significant role of of compensation reflect on employee's performance, as it relate to organizational sustainability. Their clearly written analysis describes how to design equitable, visible reward systems to increase employee performance by developing perceptions of fairness and satisfaction with work. As such, there are many considerations that managers will take into account when determining the pay of employees such as employee contributions, the labor about market, individual company policy, economic conditions, legal constraints, and bargaining with employees (Milkovich, Newman, & Gerhart, 2014). The compensation terms adopted in this study are defined by Chow et al. and Gungor Pinar, are financial rewards, non-financial rewards and intrinsic rewards.

Physical, psychosocial and ergonomics in the work environment are factors that will affect of employees work and the productivity and wellbeing of individuals (Meiliza et al., 2019). Employees' performance and loyalty may also be affected by the perception of a positive work environment and the former may even affect production (Firdaus, 2018). Afrin et al. (2023) highlight that supportive physical and organizational culture and good interpersonal relationships would increase the motivation and enthusiasm of employees as regards doing their job. Robbins and Judge (2019) also posit that open communication, fair recognition, and healthy workplace design contribute to an effective work environment. Therefore, the development of a supporting and nurturing relationship among the members, along with employee behavior and continuous support for organization's functioning, is a significant approach to enhancing work performance and promoting organization's sustainability. This research takes seven dimensions of the workplace from Tabanelli et al.

(2008) and Moos (1981) that consist of the three dimensions: relation, personal growth, and system maintenance and system change.

Employee performance is measured by how well someone does their job in line with the organization's guidelines. Afrin and colleagues (2023) pointed out that motivation, training, leadership style, work environment, and organizational support are key elements that improve employee performance in a sustainable environment. In agreement, Aguinis and Burgi-Tian (2021) showed that performance effectiveness at the individual level depends strongly on making use of data and analytics to understand workers' needs and how they work. The research suggests a new way to look at performance assessment, combining focus on achievements with attention to the methods used to achieve them. Using data and focusing on sustainability can help motivate employees and create a better balance between work and life, making them perform better and giving the organization an edge. This study makes use of the employee performance dimensions suggested by Saleem et al. (2021) and Koopmans et al., (2014), such as task performance and contextual performance.

According to Talib et al., (2017), job satisfaction refers to a positive emotional state that a person experiences following his/her evaluation of the job or job experiences. Job satisfaction is an indication of the workers' perception of the many aspects of the workplace, whether it is compensation, company policies, management, workplace environment and colleagues. Afrin et al., (2023) highlight the important role of the job satisfaction as one of the determinants of sustainable employee performance. Moreover, it was reported by Barbosa and Supartha (2019) that there was a positive relationship between job satisfaction and organizational commitment and negative relation with turnover intention. Henceforth measures to increase job satisfaction as provided by using effective leadership style, fair compensation and conducive working environment are strategic moves towards attaining sustainable employee performance.

The dimension utilized during job satisfaction measurement in this study describes Abolnasser et al., (2023) who observe the job satisfaction as a unidimensional construct which means it is single over all assessment of individual's job. This practice points to job satisfaction as an all-round understanding of work experience that includes the work environment, remunerations, and social relations. With the use of a unidimensional approach, this study seeks to offer an overall picture of employee satisfaction, making it easier to measure and diagnose.

## RESEARCH METHOD

This study employed a descriptive quantitative method aimed at examining the influence of leadership style, motivation, compensation, and work environment on employee performance, with job satisfaction serving as a mediating variable. The analysis was conducted based on social exchange theory. The study involved 249 employees from a company with a population consisting of Generation Z individuals working in private companies in DKI Jakarta. Data collection was carried out through the distribution of questionnaires using a Likert scale. The sampling technique utilized was purposive sampling, and the minimum required sample size was calculated using the GPower software version 3.1.9.4. The collected data were analyzed using Structural Equation Modeling (SEM), and hypothesis testing was conducted using the T-test to assess partial effects. Mediation analysis included calculations of direct effects, indirect effects, and total effects.

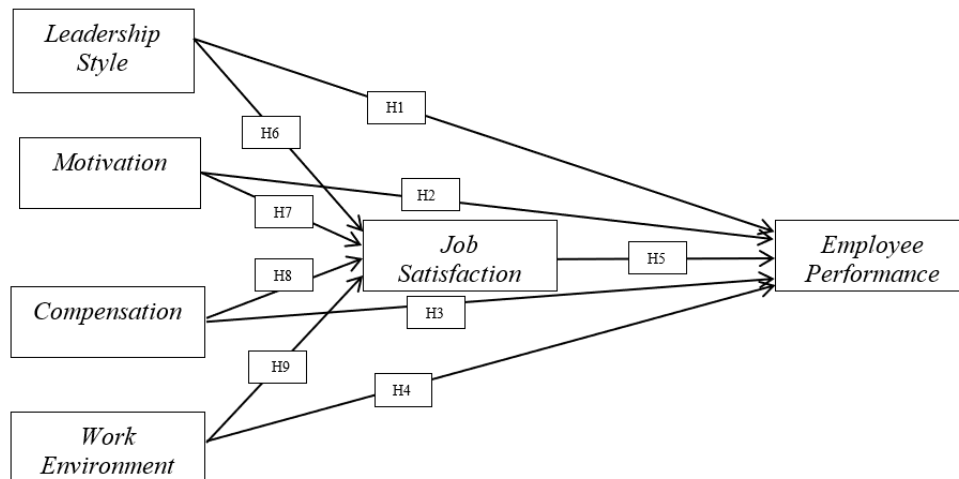
### Research Hypothesis

This study aims to analyze the influence of leadership style, motivation, compensation, and work environment on employee performance, with job satisfaction as a mediating variable among Generation Z employees working in private companies in Jakarta. Based on the literature review and previous research, the following hypotheses are proposed:

- H1: Leadership Style has a positive effect on Employee Performance
- H2: Leadership Style has a positive effect on Employee Performance
- H3: Compensation has a positive effect on Employee Performance.
- H4: Work Environment has a positive effect on Employee Performance.
- H5: Job Satisfaction has a positive effect on Employee Performance.
- H6: Job Satisfaction mediates the positive effect of Leadership Style on Employee Performance.
- H7: Job Satisfaction mediates the positive effect of Motivation on Employee Performance
- H8: Job Satisfaction mediates the positive effect of Compensation on Employee Performance
- H9: Job Satisfaction mediates the positive effect of Work Environment on Employee Performance.

### Research Model

Based on the literature review that has been conducted, the author has compiled a research model for this study as follow:



The image of the model of this study illustrates that the four independent variables Leadership Style, Motivation, Compensation, and Work Environment have both direct and indirect relationships with Employee Performance. Job Satisfaction acts as a mediating variable that connects the four independent variables to the dependent variable. Each direct and mediated relationship is tested through Structural Equation Modeling (SEM) using a quantitative approach. Data are collected through a questionnaire using a Likert scale and analyzed with the LISREL 8.8 software. This model is designed to examine how intrinsic and extrinsic work factors, combined with individual job satisfaction, contribute to the performance of Generation Z employees in private companies in Jakarta. The results are

expected to provide valuable insights for organizations to design more effective human resource strategies tailored to Gen Z preferences and expectations.

**RESULTS AND DISCUSSION**

**Results of Validity and Reliability Test Results of Validity and Reliability Test**

Validity and reliability test in this study was conducted through Confirmatory Factor Analysis (CFA), aiming to evaluate the extent to which each indicator represents its respective latent variable. Validity criteria are considered fulfilled when each indicator demonstrates a Standardized Loading Factor (SLF) greater than 0.5, preferably above 0.7, and when the Average Variance Extracted (AVE) is greater than 0.5 or at minimum greater than 0.4, which is still acceptable within the research model. Reliability is achieved if each variable has a Construct Reliability (CR) value greater than 0.7. The following section presents the results of validity and reliability tests.

**Table 1.**  
**Results of Validity Test**

Variable	Dimension	Indicator	SLF		Cut of Value	Desc
			Frist Order	Second Order		
Leadership Style	Transformational Leadership	TL1	0.73	0.94	0.500	Valid
		TL2	0.77		0.500	Valid
		TL3	0.73		0.500	Valid
		TL4	0.72		0.500	Valid
	Transactional Leadership	TR1	0.75	0.93	0.500	Valid
		TR2	0.75		0.500	Valid
		TR3	0.67		0.500	Valid
		TR4	0.67		0.500	Valid
	Lassiez-Faire Leadership	LL1	0.78	0.72	0.500	Valid
		LL2	0.76		0.500	Valid
		LL3	0.76		0.500	Valid
		LL4	0.79		0.500	Valid
Motivation	Intrinsic Motivation	IM1	0.86	-	0.500	Valid
		IM2	0.76		0.500	Valid
		IM3	0.85		0.500	Valid
		IM4	0.79		0.500	Valid
		IM5	0.85		0.500	Valid
Compensation	Financial Rewards	FR1	0.790	0.95	0.500	Valid
		FR2	0.770		0.500	Valid
		FR3	0.800		0.500	Valid
		FR4	0.760		0.500	Valid
	Non-Financial Rewards	NFR1	0.780	0.95	0.500	Valid
		NFR2	0.810		0.500	Valid

Variable	Dimension	Indicator	SLF		Cut of Value	Desc
			Frist Order	Second Order		
Work Environment	Intrinsic Rewards	NFR3	0.810		0.500	Valid
		NFR4	0.790		0.500	Valid
		IRE1	0.830		0.500	Valid
		IRE2	0.810	0.93	0.500	Valid
		IRE3	0.850		0.500	Valid
	Relationship	R1	0.750		0.500	Valid
		R2	0.790	0.910	0.500	Valid
		R3	0.760		0.500	Valid
	Personal Growth	PG1	0.770		0.500	Valid
		PG2	0.740	0.940	0.500	Valid
		PG3	0.770		0.500	Valid
	System Maintenance and System Change	SMSC1	0.760		0.500	Valid
		SMSC2	0.790	0.950	0.500	Valid
		SMSC3	0.820		0.500	Valid
		SMSC4	0.810		0.500	Valid
	Task Performance	TP1	0.760		0.500	Valid
TP2		0.700	0.880	0.500	Valid	
Employee Performance	Contextual Performance	CP1	0.780		0.500	Valid
		CP2	0.770		0.500	Valid
		CP3	0.830	0.870	0.500	Valid
		CP4	0.770		0.500	Valid
		CP5	0.820		0.500	Valid
		CP6	0.750		0.500	Valid
Job Satisfaction	Undimensional	JS1	0.86		0.500	Valid
		JS2	0.73		0.500	Valid
		JS3	0.81	-	0.500	Valid
		JS4	0.75		0.500	Valid
		JS5	0.8		0.500	Valid

Based on the results of the validity test presented in the table above, it can be observed that all indicators in this study have a Standardized Loading Factor (SLF) greater than 0.5. Therefore, it can be concluded that all variables are valid. The following section presents the results of the reliability test:

**Table 2.**  
**Results of the Reliability Test**

Variable	Dimension	Indicator	SLF	E	AVE	CR	Desc
Leadership Style	Transformational Leadership	TL1	0.730	0.467	0.544	0.827	Reliabel
		TL2	0.770	0.407			
		TL3	0.730	0.467			
		TL4	0.720	0.482			

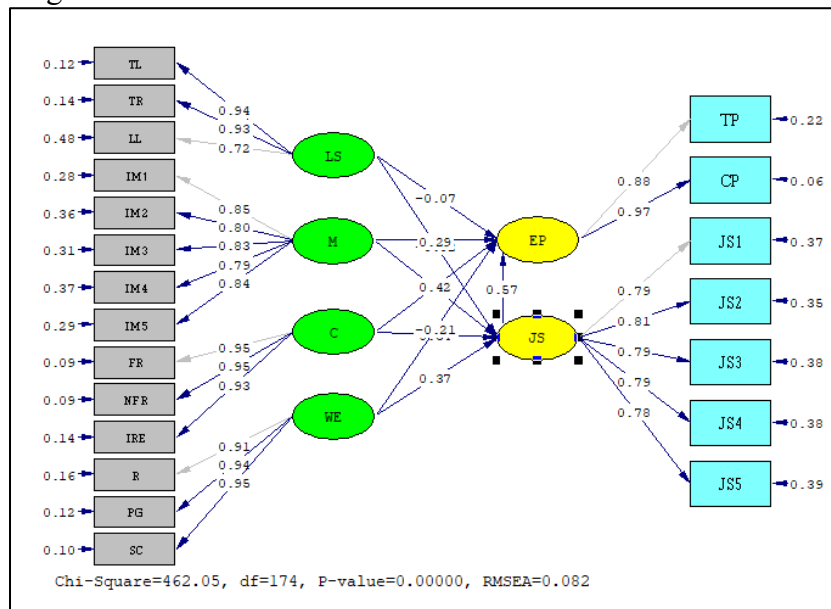
Variable	Dimension	Indicator	SLF	E	AVE	CR	Desc
	Transactional Leadership	TR1	0.750	0.438	0.506	0.803	Reliabel
		TR2	0.750	0.438			
		TR3	0.670	0.551			
		TR4	0.630	0.551			
	Laissez-Faire Leadership	LL1	0.780	0.392	0.597	0.856	Reliabel
		LL2	0.760	0.422			
		LL3	0.760	0.422			
		LL4	0.790	0.376			
<b>Motivation</b>	Intrinsic Motivation	IM1	0.860	0.260	0.677	0.913	Reliabel
		IM2	0.760	0.422			
		IM3	0.850	0.278			
		IM4	0.790	0.376			
		IM5	0.850	0.278			
<b>Compensation</b>	Financial Rewards	FR1	0.790	0.376	0.609	0.861	Reliabel
		FR2	0.770	0.407			
		FR3	0.800	0.360			
		FR4	0.760	0.422			
	Non-Financial Rewards	NFR1	0.780	0.392	0.636	0.875	Reliabel
		NFR2	0.810	0.344			
		NFR3	0.810	0.344			
		NFR4	0.790	0.376			
	Intrinsic Rewards	IRE1	0.830	0.311	0.689	0.869	Reliabel
		IRE2	0.810	0.344			
IRE3		0.850	0.278				
<b>Work Environment</b>	Relationship	R1	0.750	0.438	0.588	0.811	Reliabel
		R2	0.790	0.376			
		R3	0.760	0.422			
	Personal Growth	PG1	0.770	0.407	0.578	0.804	Reliabel
		PG2	0.740	0.452			
		PG3	0.770	0.407			
	System Maintenance and System Change	SMSC1	0.760	0.422	0.633	0.873	Reliabel
		SMSC2	0.790	0.376			
		SMSC3	0.820	0.328			
		SMSC4	0.810	0.344			
Task Performance	TP1	0.760	0.422	0.534	0.696	Reliabel	
	TP2	0.700	0.510				
<b>Employee Performance</b>	Contextual Performance	CP1	0.780	0.392	0.620	0.907	Reliabel
		CP2	0.770	0.407			
		CP3	0.830	0.311			
		CP4	0.770	0.407			
		CP5	0.820	0.328			
		CP6	0.750	0.438			

Variable	Dimension	Indicator	SLF	E	AVE	CR	Desc
<b>Job Satisfaction</b>	Undimensional	JS1	0.860	0.260	0.626	0.893	Reliabel
		JS2	0.730	0.467			
		JS3	0.810	0.344			
		JS4	0.750	0.438			
		JS5	0.800	0.360			

Based on the calculations from the reliability test shown in the table above, all research variables have demonstrated Average Variance Extracted (AVE) greater than 0.5 and a Construct Reliability (CR) value above 0.7. Thus, it can be concluded that all variables in this study possess good validity and reliability, and therefore are suitable for use in further data analysis.

**Structure Model Fit Analysis**

Following the validity and reliability analyses of each research instrument, the next step was the development of the structural model. The structural model in this study was constructed using LISREL 8.8 as shown below:



**Figure 2.**  
**Structural Model of the Study**

Based on the testing of the structural model, the following results were obtained. The results of the structural model fit analysis are presented below:

**Table 3.**  
**Results of Structural Model Fit Analysis**

Goodness of Fit	Suitability Criteria	Cut of Value	Results	Conclusion
Absolute Fit Indices	Goodness Of Fit Index (GFI)	Jika $\geq 0.90$ , maka good fit Jika $0.80 \leq x < 0.90$ , maka marginal fit	0.850	Marginal Fit

Goodness of Fit	Suitability Criteria	Cut of Value	Results	Conclusion
Incremental Fit Indices	Root Mean Square Error of Approximation (RMSEA)	Jika $\leq 0.08$ , maka good fit Jika $RMSEA < 0.05$ , maka close fit	0.082	Poor Fit
	Standardized Root Mean Residual (SRMR)	Jika $\leq 0.05$ , maka good fit	0.034	Good Fit
	Normed Fit Index (NFI) Tucker Lewis Index	Jika $\geq 0.90$ , maka good fit Jika $0.80 \leq x < 0.90$ , maka marginal fit	0.980	Good Fit
	(TLI) atau NonNormed Fit Index (NNFI)	Jika $\geq 0.90$ , maka good fit Jika $0.80 \leq x < 0.90$ , maka marginal fit	0.990	Good Fit
	Comparative Fit Index (CFI)	Jika $\geq 0.90$ , maka good fit Jika $0.80 \leq x < 0.90$ , maka marginal fit	0.990	Good Fit
	Relative Fit Index (RFI)	Jika $\geq 0.90$ , maka good fit Jika $0.80 \leq x < 0.90$ , maka marginal fit	0.980	Good Fit
	Incremental Fit Index (IFI)	Jika $\geq 0.90$ , maka good fit Jika $0.80 \leq x < 0.90$ , maka marginal fit	0.990	Good Fit
Parsimony Fit Indices	Adjusted Goodness of Fit (AGFI)	Jika $PGFI \geq 0,50$ ; maka semakin tinggi semakin baik	0.640	Good Fit
	Parsimony Normed Fit Index (PNFI)	Jika $PNFI \geq 0,50$ ; maka semakin tinggi semakin baik	0.810	Good Fit

Based on the test results presented in Table 3 above, the analysis shows that the structural model meets the criteria for eight goodness-of-fit indicators. Therefore, it can be concluded that the research model is appropriate, does not require further modification, dan can proceed to the next stage of data analysis.

**Coefficient of Determination Test**

The coefficient of determination test is used to measure the extent to which the research model explains the influence of independent variables on the dependent variables. In this study, the dependent variables are job satisfaction and employee performance. The following presents the results of the coefficient of determination test.

$$JS = 0.30 * M - 0.021 * LS + 0.34 * C + 0.38 * WE, Errorvar.= 0.024, R^2 = 0.96$$

(0.070) (0.13) (0.14) (0.18)  
4.35 -0.16 2.47 2.11

$$EP = 0.44 * M - 0.10 * LS + 0.60 * C - 0.0043 * WE, Errorvar.= 0.0087, R^2 = 0.98$$

(0.055) (0.097) (0.10) (0.13)  
8.01 -1.04 5.75 -0.033

Based on the results of the regression equation, the coefficient of determination for the job satisfaction variable is 0.96, indicating that 96% of the variation in job satisfaction can be explained by the variables of leadership style, motivation, compensation, and work environment. The remaining 4% is explained by other factors outside the scope of this research model.

Furthermore, the results of the equation show that the coefficient of determination for the employee performance variable is 0.98. This implies that 98% of the variation in employee performance is influenced by leadership style, motivation, compensation, work environment, and job satisfaction. The remaining 2% is explained by factors not included in the research model.

### Hypothesis Testing

In this study, data analysis was conducted using the *Structural Equation Modelling* (SEM) technique. The hypotheses tested in this research are one-tailed and consist of nine hypotheses: five direct effects and four indirect effects. Hypothesis testing was performed using Lisrel 8.8 software with the assesment criteria being: if the t-value is  $\geq 1.645$ , the hypothesis is accepted; conversely, if the t-value is  $< 1.645$ , the hypothesis is rejected. Indirect hypothesis testing employed the Sobel test which has conducted using an online Sobel test calculator available on the website <https://quantpsy.org/sobel/sobel.htm>

**Table 4.**

**Results of Direct Hypothesis Test**

Hypothesi s	Description	Path Coefficient	T Value	Explanation
H1	Leadership Style has a significant positive impact on Employee Performance	-0.089	-0.89	<b>Hypothesis Rejected</b>
H2	Motivation has a significant positive impact on Employee Performance	0.270	3.06	<b>Hypothesis Accepted</b>
H3	Compensation has a significant positive impact on Employee Performance	0.410	4.35	<b>Hypothesis Accepted</b>
H4	Work Environment has a significant positive impact on Employee Performance	-0.210	-1.27	<b>Hypothesis Rejected</b>
H9	Job Satisfaction has a significant positive impact on Employee Performance	0.37	2.06	<b>Hypothesis Accepted</b>

Based on the results of hypothesis testing, three hypotheses were accepted: the influence of motivation on employee performance, the influence of compensation on employee performance, and the influence of job satisfaction on employee performance. Meanwhile, two hypotheses were rejected: the influence of leadership style on employee performance and the influence of work environment on employee performance.

**Table 5.**  
**Results of the Indirect Hypothesis Test**

Hypothesis	Description	Path Coefficient	T Value	Explanation
H5	Leadership Style has a positive impact on Employee Performance which is mediated by Job Satisfaction	-0.012	-0.176	Hipotesis Rejected
H6	Motivation has a positive impact on Employee Performance which is mediated by Job Satisfaction	0.168	2.161	Hipotesis Accepted
H7	Compensation has a positive impact on Employee Performance which is mediated by Job Satisfaction	0.190	1.797	Hipotesis Accepted
H8	Work Environment has a positive impact on Employee Performance, which is mediated by Job Satisfaction	0.213	1.677	Hipotesis Accepted

Based on the results shown in Table 5, one indirect hypothesis was rejected, namely the influence of leadership style on employee performance through job satisfaction. Meanwhile, three other hypotheses were accepted, indicating that motivation, compensation, and work environment positively influence employee performance through job satisfaction. The following section presents the final research model illustrating the path coefficient ( $\beta$ ) dan t value for each relationship between variables based on both direct and indirect hypothesis testing results.

**The Influence of Leadership Style on Employee Performance**

The research findings indicate that the influence of leadership style on employee performance yielded a t-value of  $-0.89 > 1.65$ . This value suggests that the variable leadership style does not have a significant positive influence on employee performance. The path coefficient value  $-0.089$  further suggests a negative relationship between leadership style and employee performance, implying that the higher the leadership influence perceived by Generation Z employees working in private companies in DKI Jakarta, the lower their performance level tend to be.

These findings contrast with previous studies that found leadership style to have a significantly positive influence on employee performance (Mpuangan et al., 2024; Alamanda

et al., 2023; Fitriyah et al., 2024; Biloa, 2023). Generation Z employees typically expect leaders who delegate responsibility, offer flexibility, and provide autonomy in the workplace. However, current leadership styles in companies often reflect a lack of trust in employees' ability to complete tasks independently, resulting in minimal delegation of responsibility (Andriyani et al., 2024). Additionally, the research showed that the lowest SLF for the leadership style variable was found in the *lassiez-faire* leadership dimension, indicating that leadership practices in these companies do not grant employees sufficient freedom in decision-making or in executing their duties without supervision.

### **The Influence of Motivation on Employee Performance**

The research findings reveal that motivation has a significant positive influence on employee performance, as indicated by t-value of  $3.06 > 1.65$ . This result confirms that the motivation variable significantly and positively affects employee performance. The path coefficient of 0.27 implies a positive relationship between motivation and employee performance, suggesting that higher motivation among Generation Z employees working in private companies in DKI Jakarta correlates with improved employee performance.

These findings align with previous research demonstrating that motivation significantly influences employee performance (Chien et al., 2023; Froson et al., 2021; Fahriana & Sopiah, 2022; Lamato & Rahman, 2022). An individual's performance depends on their skills and internal drive. A person must possess a certain level of competence to successfully complete their tasks (Gjersøe, 2021). Employees can be intrinsically motivated, driven by internal factors related to their work rather than external pressures. Intrinsically motivated employees tend to be more conscious of their responsibilities, as their motivation stems from within, thereby enhancing the quality of their work (Lamato & Rahman, 2022).

### **The Influence of Compensation on Employee Performance**

The findings indicate that compensation has a significant positive effect on employee performance, as evidenced by a t-value of 4.35 ( $>1.65$ ) and a path coefficient of 0.41. This implies that the higher the compensation received by Generation Z employees in private companies in DKI Jakarta, the better their performance. These findings are consistent with prior studies (Arif et al., 2023), (Thapa, 2023), (Liow et al., 2023), and (Jaiswal et al., 2022) which emphasize the critical role of compensation in enhancing performance. Compensation, whether in the form of salaries, bonuses, or other incentives, serves as a tangible acknowledgement of employee contributions and can be a key motivator in boosting productivity (Putri & Soejono, 2025). Employees who perceive their compensation as equitable relative to their efforts are more likely to maintain high performance levels, while inadequate compensation may dampen their morale. Furthermore, the highest SLF values for this variable were found in the financial rewards and non-financial rewards dimensions (0.95), indicating that Generation Z values both financial incentives (e.g., salary and bonuses) and non-financial incentives (e.g., workplace culture well-being and growth opportunities), all of which significantly affect their satisfaction and performance (Jaiswal et al., 2022).

### **The Influence of Work Environment on Employee Performance**

The study findings show that the work environment variable does not have a significant positive influence on employee performance with a t-value of  $-1.27 (<1.65)$  and a path coefficient of  $-0.210$ , indicating a negative relationship between the work environment and the performance of Generation Z employees in private companies in DKI Jakarta. This suggests that the more unsuitable the work environment is perceived by employees, the lower their performance tends to be. These findings contradict prior research (Hendratmoko &

Mutiawati, 2024) which asserts a positive correlation between work environment and performance, but support findings by (Warongan et al., 2022) who reported otherwise. A non-conducive work environment may hinder comfort and productivity (Sapriyanto, 2023), particularly for Generation Z, who typically expect collaborative settings, active managerial involvement, and career development opportunities (Fajriyanti et al., 2023). This study also found that the lowest SLF value occurred in the work planning aspect (PT2), suggesting that the company has not adequately emphasized the importance of structured work planning, thereby making it difficult to measure performance based on clear targets.

### **The Influence of Job Satisfaction on Employee Performance**

The study demonstrates that job satisfaction has a positive and significant effect on employee performance with a t-value of 3.06 ( $>1.65$ ) and a path coefficient of 0.27. This suggests that higher levels of job satisfaction among Generation Z employees in private companies in DKI Jakarta are associated with improved performance. These findings are consistent with previous research asserting that job satisfaction positively contributes to employee morale, productivity, and engagement while dissatisfaction tends to reduce motivation and performance (Ateeq et al., 2023; Hossain & Islam, 2024; Sasmita et al., 2023). The highest job satisfaction indicators were associated with responsibility, job characteristics, and the work environment (JS1), indicating that Generation Z tends to prefer friendly, flexible, and relaxed work environments to enhance motivation (Prasetyaningtyas et al., 2022).

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### **The Influence of Leadership Style on Employee Performance through Job Satisfaction**

The findings indicate that job satisfaction does not mediate the influence of leadership style on employee performance in a positive and significant manner with a t-value of -0.176 ( $<1.65$ ) and a path coefficient of -0.012. This results implies a negative relationship, thereby rejecting the hypothesis. These findings contradict several prior studies which suggest that job satisfaction positively mediates the effect of leadership style on employee performance (Yu et al., 2025; Lie & Zhao, 2025; Rifai & Susanti, 2021; Mitasari et al., 2023). According to (Dwidienawati & Syahchari, 2021), the leadership style most suitable for Generation Z is servant leadership which emphasizes service, team member development, and employee engagement in organizational culture (Nugraha et al., 2023). However, the present study reveals that the lowest dimension within the leadership style variable is laissez-faire leadership, suggesting that the company does not fully grant employees autonomy in decision-making or task execution without supervision. This contrasts with (Agustiyanana et al., 2024) who argue that Generation Z values freedom, independence, and opportunities for

initiative, meaning that overly passive leadership styles may hinder their creativity and job satisfaction.

### **The Influence of Motivation on Employee Performance through Job Satisfaction**

The research findings show that job satisfaction mediates the influence of motivation on employee performance in a positive and significant manner with a t-value of 2.161 ( $>1.65$ ) and a path coefficient of 0.168. This suggests that motivation contributes to improving Generation Z employees' performance through job satisfaction with partial mediation. These findings align with those of (Mpunganan et al., 2024), (Sinniah et al., 2022), and (Putra & Kurniawati, 2024), who found that job satisfaction serves as a positive mediator between factors such as motivation or leadership style and employee performance. However, they contrast with the findings of (Nadapdap et al., 2022) which indicate that job satisfaction does not mediate the effect of motivation on performance. Other studies by (Ampauleng et al., 2023) and (da Cruz Carvalho et al., 2020) support the current finding, asserting that high levels of intrinsic and extrinsic motivation enhance job satisfaction, which in turn promotes greater productivity and employee dedication. Conversely, low motivation may reduce job satisfaction, ultimately leading to decreased performance and efficiency.

### **The Influence of Compensation on Employee Performance through Job Satisfaction**

The study results indicate that job satisfaction positively and significantly mediates the effect of compensation on employee performance with a t-value of 1.797 ( $>1.65$ ) and a *path coefficient* of 0.190. This indicates that compensation contributes to the improvement of Generation Z employees' performance through job satisfaction. The mediation is partial, suggesting that part of the effect of compensation on performance is transmitted through job satisfaction. These findings are consistent with those of (Hossain & Islam, 2023) who assert that fair and adequate compensation including salary, benefits, and other incentives can enhance job satisfaction, ultimately boosting productivity. When employees perceive their compensation as commensurate with their contributions, they tend to feel valued, motivated, and driven to perform better. In contrast, perceived unfair compensation may reduce job satisfaction and negatively affect employee morale and performance.

### **The Influence of Work Environment on Employee Performance through Job Satisfaction**

The findings indicate that job satisfaction positively and significantly mediates the influence of the work environment on employee performance with t-value of 1.677 ( $>1.65$ ) and a path coefficient of 0.213. This demonstrates that the work environment contributes to the improvement of Generation Z employees' performance through job satisfaction. These findings are in line with those of (Hossain & Islam, 2023) who suggest that a conducive working environment characterized by comfortable workspace, adequate lighting, ventilation, and healthy interpersonal relationships can enhance both job satisfaction and employee performance. Furthermore, (Robianto et al., 2020) and (Pawirosumarto et al., 2017) also emphasize that a positive, supportive, and harmonious work environment is a main key of job satisfaction that leads to increased productivity. Conversely, a poor work environment may negatively impact mental health and employee productivity (Saputra, 2024).

## CONCLUSION

Based on the research results, responsiveness is proven to positively and significantly influence customer satisfaction with telecommunication services. In contrast, empathy and interpersonal communication do not have a considerable influence individually. This shows that telecommunication service customers prioritize speed and accuracy of response in handling complaints and providing solutions compared to emotional aspects such as empathy or interpersonal communication. However, simultaneously, these three factors still contribute to customer satisfaction. Hence, telecommunication companies must improve responsiveness by utilizing efficient customer service technologies like AI-based chatbots and integrated information systems. In addition, although empathy and interpersonal communication do not have a significant effect directly, it is still important for companies to maintain good interactions with customers to build a positive image and long-term loyalty.

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