

The Influence of Work Motivation, Work Environment, Work Culture, and Work-Life Balance on Gen Z Employee Performance in Jakarta

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ABSTRAK

Human Resources (HR) is the key to a company's success, where employee performance is the main reflection. The challenges of managing HR are increasingly complex as the population grows rapidly, especially with the arrival of Generation Z (birth years 1997-2012) who now dominate the workforce. Known for their high adaptability and digital skills, Generation Z is not free from obstacles. A survey noted companies dissatisfaction with their performance. Therefore, This study re-examines the determinants of Generation Z employee performance by adding work-life balance as a new independent variable, following recommendations from prior research on work motivation, work environment, and work culture. The results of this study indicated that work motivation, work environment, work culture and work life balance have a positive and significant influence on the performance of Generation Z employee in Jakarta.

Keyword: Work Motivation, Work Environment, Work Culture, Work-Life Balance, Employee Performance.

INTRODUCTION

Human resources represent a company's most valuable asset in today's highly competitive business environment. A key factor in a company's success is how well its employees do their jobs.(Gunawan et al., 2022). The tight competition requires companies to thoroughly optimize employee performance in order to maintain competitiveness (Adha et al., 2019). Work that is of high quality and quantity as expected is what we mean when we talk about performance. This kind of work is the result of an employee who carries out his main duties in accordance with the assigned responsibilities, shows positive behavior in his work, and becomes an expert in his field (Wahyuni et al., 2023). With population growth continuing to increase, the challenges in managing human resources are also increasingly complex (Mustikasari & Frianto, 2023). In recent years, the population with a birth year of 1997-2012 or commonly referred to as generation Z has entered the workforce. According to the 2020 region-, generation-, and gender-based population census figures released by the Central Statistics Agency (BPS), generation Z began to take over the population in 2020, with 27.94% of the total population (BPS, 2020).

Because they were born in the internet age and grew up with technology, members of Generation Z are often characterized as adaptable, tech-savvy, and creative (Putra, 2024). Yet there has been much speculation lately regarding Generation Z's incompetence in the workplace. Gen Z employees are dismissed for a variety of reasons, including lack of ambition, lack of professionalism, and inadequate communication skills, according to a study by CNBC Indonesia (Martyasari, 2025). A survey conducted by intelligent, an education and career consulting platform, involving 966 company leaders who were the decision-makers for hiring Gen Z college graduates, revealed that 75% of Gen Z hires were dissatisfied with their employment outcomes (Nanda, 2024). This data suggests that many companies view millennials and Gen Z as less competent, less motivated, and lacking the communication skills essential for success in the business world. Employee performance outcomes are susceptible to a variety of influences. Some examples of these elements include the following: work culture, work environment, and motivation.

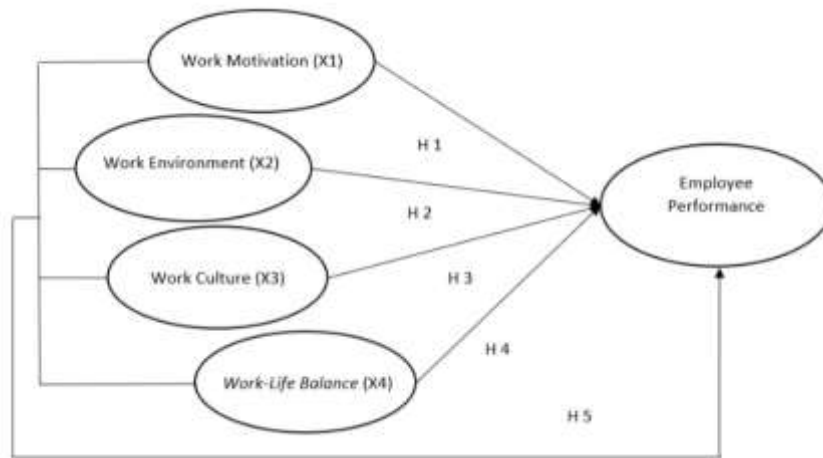
Work motivation is a common thing to think of as triggering a person's behavior because it is what drives them to perform an activity (Gunawan et al., 2022). The thing that drives employees to take action in pursuit of organizational goals is known as motivation. Employees' internal needs are being met, and this is the result (Vannes & Widjaja Oey, 2024). Everything from tools and equipment to the surrounding atmosphere, methods of application, and work arrangements in groups or separately, make up the work environment (Hustia, 2020). The work environment is an area where there is a group of individuals who work together and are equipped with supporting facilities to realize company goals in line with their vision and mission (Novitasari & Liana, 2024). Work culture can be interpreted as a mindset or basic principles adopted by a group of people. This mindset serves as a guide to improve work efficiency and strengthen cooperation between individuals (Fadjar Darmanto, 2018). An integral part of work culture is the way it affects employees' mindsets and perspectives on work, which in turn affects their productivity (Rahardjo & Prasetyo, 2025). Employee performance is determined by how they act on the job as a whole. Their level of responsibility in completing their assigned tasks is as important as the quality of their work (Lukmiati et al., 2020). In short, performance is the result of a person's work in relation to the specified requirements of a particular job. A person's performance can be defined as how well they perform their tasks (Pratama & Elistia, 2020).

Based on research conducted by Kuncoroyekti & Yuniawan (2024) and Goh et al., (2024) shows that factors such as employee competence, work environment, stress, and motivation all contribute to improved performance in the workplace. Having said that, the study conducted by Adha et al., (2019) In cases where work motivation variables were shown not to have a substantial impact on employee performance, the data showed mixed results. Therefore, we added work-life balance as an independent variable to re-evaluate the impact of work motivation on employee performance.

RESEARCH FRAMEWORK

In this study, we use the following framework :

Figure 1. Research Outline



Based on the above framework, the formulation of hypotheses in this study include:

- H1 : Work motivation affects the performance of generation Z employees
- H2 : Work environment affects the performance of generation Z employees
- H3 : Work culture affects the performance of generation Z employees
- H4 : Work-life balance affects the performance of generation Z employees
- H5 : Work motivation, work environment, work culture and work-life balance together affect the performance of generation Z employees

METHOD

The questionnaire served as the data collection tool in this quantitative investigation. To obtain high-quality data, questionnaires were used. The questionnaire was created to collect information in an organized and consistent manner. To aid decision-making, numerical values are assigned to variables according to established principles (Pitaloka et al., 2021). The views and opinions of the participants were measured in this study by administering a questionnaire with a Likert Scale (Ummah, 2019). This questionnaire contains closed questions with five different valued answer options to describe the level of response.

Table 1. Likert Scale Values

Strongly Agree	SA	5
Agree	A	4
Neutral	N	3
Disagree	D	2
Strongly Disagree	SD	1

Young adults in Jakarta who are part of Generation Z (18-27 years old) are the subjects of this study. The study applied non-probability sampling because the population parameters were unknown. In accordance with Green's findings in 1991, in (Koentjoro Madah & Subagio, 2013), the researchers used Green's method, which states that $N > 50 + 8p$, to find a sufficient sample size for this investigation. Here, p is the number of independent variables. That is why 82 is the minimum number for the sample size recommendation: $N > 50 + 8(4)$. The calculation results show that 82 respondents is the minimum number for the sample size of this study. Data management was carried out using IBM SPSS Statistics 26 software.

Table 2. Variable Indicator Operational

Variable	Indicators
Work Motivation (X1)	1. Physical needs
	2. Security needs
	3. Social needs
	4. The need for appreciation
	5. Goal drive needs
Work Environment (X2)	1. Information
	2. Job security
	3. Working conditions
	4. Relationship between employees and leaders
	5. Use of color
Work Culture (X3)	1. Carry out work according to the task
	2. Honest in work
	3. Work commitment
	4. Responsibility for work
	5. Able to cooperate with coworkers
Work-Life Balance (X4)	1. Can divide work time with family time
	2. Having free time to do hobbies or favorite things
	3. Have a sense of responsibility between work and family
	4. Contributing to work and family roles
	5. Doing the division of work and family involvement
Employee Performance (Y)	1. Level of work neatness
	2. Timeliness in completing work
	3. Quality of work
	4. Quantity of work
	5. Working knowledge

RESULT AND DISCUSSION

Validity Test

Table 3. Validity Test Result

No	Variable X1	Items	R.count	R.table	Information
1	Work Motivation	1	0.567	0.24	VALID
		2	0.471	0.24	VALID
		3	0.477	0.24	VALID
		4	0.263	0.24	VALID
2	Work Environment	1	0.694	0.24	VALID
		2	0.655	0.24	VALID
		3	0.608	0.24	VALID
		4	0.475	0.24	VALID
		5	0.603	0.24	VALID
3	Work Culture	1	0.480	0.24	VALID
		2	0.622	0.24	VALID
		3	0.739	0.24	VALID

		4	0.623	0.24	VALID
		5	0.686	0.24	VALID
No	Variable X4	Items	R.count	R.table	Information
4	Work-Life Balance	1	0.664	0.24	VALID
		2	0.736	0.24	VALID
		3	0.460	0.24	VALID
		4	0.746	0.24	VALID
		5	0.679	0.24	VALID
No	Variable Y	Items	R.count	R.table	Information
5	Employee Performance	1	0.689	0.24	VALID
		2	0.750	0.24	VALID
		3	0.800	0.24	VALID
		4	0.649	0.24	VALID
		5	0.664	0.24	VALID

Source : (2025) research data

Important research steps include conducting a validity test to verify that the research instrument (questionnaire) precisely measures the dependent or independent variable. This ensures that each statement item can be relied upon to provide reliable results (Widjaja, 2021). The purpose of the validity test is to find out how close the data provided by the researcher is to what happened to the item in question (Putri & Puspita, 2024). A total of 300 participants were sampled (n) for this analysis. The significance threshold (alpha) was set at 0.05 (5%). This was done to ensure validity. In addition, the degree of freedom (df) was determined by subtracting 2 from n, which resulted in $df = 298$. The results show that the r-table value is 0.24. Therefore, statements or indications of this study are considered valid if the estimated r-value is greater than 0.24. Similarly, a statement or indication of this study is considered invalid if the calculated r-value is less than the r-table value.

Based on the data in table 3, which shows the results of the validity test. The validity requirements have been met by each item or statement on this research instrument (questionnaire). Thus, it can be said that this tool is valid and ready to be used in further data analysis.

Reliability Test

Table 4. Reliability Test Result

No	Variable X1	Reliability Statistics		Information
1	Work Motivation	Cronbach's	N of Items	Reliable
		Alpha		
		<u>.657</u>	<u>4</u>	
No	Variable X2	Reliability Statistics		Information
2	Work Environment	Cronbach's	N of Items	Reliable
		Alpha		
		<u>.815</u>	<u>5</u>	
No	Variable X3	Reliability Statistics		Information
3	Work Culture	Cronbach's	N of Items	Reliable
		Alpha		
		<u>.826</u>	<u>5</u>	
No	Variable X4	Reliability Statistics		Information

4	<i>Work-life Balance</i>	Cronbach's Alpha	N of Items	Reliable
		,846	5	
No	Variable Y	Reliability Statistics		Information
5	Employee Performance	Cronbach's Alpha	N of Items	Reliable
		,878	5	

Source : (2025) research data

To ensure that the research variables were measured consistently, a reliability test was conducted. If the resulting Cronbach’s Alpha (α) value is greater than or equal to 0.6, it can be said that the data is reliable, steady, and trustworthy (Widjaja, 2021). Table 4 displays the findings of the reliability test, which concludes that the variables of this study are trustworthy or at least constant and reliable.

Normality Test

Table 5. Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		300	
Normal Parameters ^{a,b}	Mean	,0000000	
	Std. Deviation	,33165869	
Most Extreme Differences	Absolute	,074	
	Positive	,060	
	Negative	-,074	
Test Statistic		,074	
Asymp. Sig. (2-tailed)		,000 ^c	
Monte Carlo Sig. (2-tailed)	Sig.	,067 ^d	
	95% Confidence Interval	Lower Bound	,038
		Upper Bound	,095

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Based on 300 sampled tables with starting seed 957002199.

Source : (2025) research data

The purpose of the normality test is to determine whether the dependent and independent variables follow a normal distribution (Hutabarat et al., 2023). The Kolmogorov-Smirnov test results show the Sig value, as shown in the table above. We can conclude that the regression data in this study follows a normal distribution with a 2-tailed value of $0.067 > 0.05$.

Multicollinearity Test

Table 6. Multicollinearity Test Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,301	,188		1,600	,111		
	X1	,208	,056	,197	3,731	,000	,480	2,084
	X2	,156	,052	,158	3,024	,003	,486	2,060
	X3	,182	,062	,170	2,930	,004	,395	2,532
	X4	,389	,062	,372	6,301	,000	,383	2,608

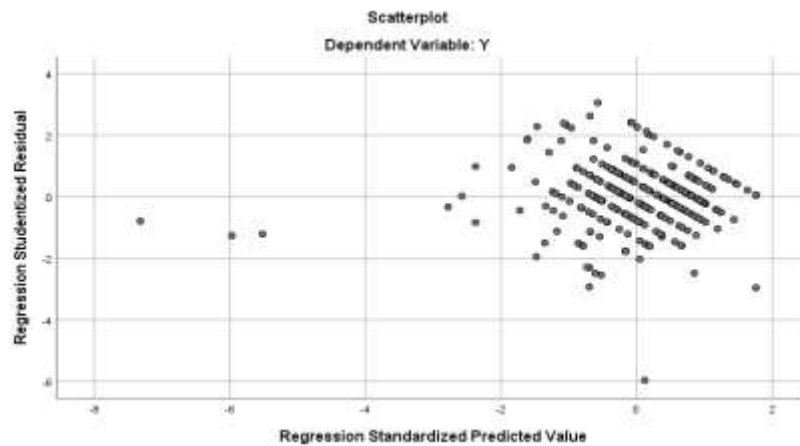
a. Dependent Variable: Y

Source : (2025) research data

The purpose of the multicollinearity test is to test the Tolerance and Variance Inflation Factor (VIF) values of each independent variable in the regression model to find any relationships that may exist (Fadjar Darmanto, 2018). All independent variables have a Tolerance value greater than 0.10, as seen in the table above, which ranges from 0.383 to 0.486. Each independent variable has a VIF value below 10.00, ranging from 2.060 to 2.608. Thus it can be concluded that the independent variables in this regression model do not show multicollinearity.

Heteroscedasticity Test

Table 7. Heteroscedasticity Test Result



Source : (2025) research data

By looking at the graph that describes the relationship between the predicted value of the dependent variable (ZPRED) and its residuals (SPESID), the heteroscedasticity test can determine whether the regression model has an inequality of variance of the residuals (Fadjar Darmanto, 2018). The graph clearly shows that the data points are randomly scattered along the Y axis, both above and below the zero (0) number. The absence of heteroscedasticity in the regression model is supported by this random distribution pattern. Simply put, the residual variance remains constant across the entire set of observations.

Multiple Linear Regression Test

Table 8. Multiple Linear Test Result

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,301	,188		1,600	,111		
	X1	,208	,056	,197	3,731	,000	,480	2,084
	X2	,156	,052	,158	3,024	,003	,486	2,060
	X3	,182	,062	,170	2,930	,004	,395	2,532
	X4	,389	,062	,372	6,301	,000	,383	2,608

a. Dependent Variable: Y

Source : (2025) research data

The extent to which the independent variables affect the dependent variable in a model can be ascertained through the use of multiple linear regression tests (Hutabarat et al., 2023). From the data in the table 8, we can deduce the following equation for multiple linear regression:

$$Y = 0.301 + 0.208 + 0.156 + 0.182 + 0.389$$

From this equation, it can be explained as follows:

- Based on the "constant coefficient value (a) of 0.301, meaning that if the variables of work motivation, work environment, work culture and work-life balance are zero (0), the performance of employees carried out is 0.301.
- The regression coefficient value of work motivation (X1) is 0.208, meaning that every one point increase in the work motivation variable will increase employee performance by 0.208. This positive coefficient indicates that the higher the work motivation, the higher the employee performance.
- The regression coefficient value of work environment (X2) is 0.156, meaning that every one point increase in the work environment variable will increase employee performance by 0.156. This positive coefficient indicates that the higher the work environment, the higher the employee performance.
- The regression coefficient value of work culture (X3) is 0.182, meaning that every one point increase in the work culture variable will increase employee performance by 0.182. This positive coefficient indicates that the higher the work culture, the higher the employee performance.
- The Work-life balance (X4) regression coefficient value is 0.389, meaning that every one point increase in the Work-life balance variable will increase employee performance by 0.389. This positive coefficient indicates that the higher the work-life balance, the higher the employee performance.

Simultaneous Test (F Test)

Table 9. Simultaneous Test Result (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50,756	4	12,689	113,814	,000 ^b
	Residual	32,889	295	,111		
	Total	83,645	299			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X1, X2, X3

Source : (2025) research data

To determine whether the independent factors together have a significant impact on the dependent variable, the F test is used (Zakharia, 2023). From the data in the table, we can conclude that if Sig. is less than 0.05, the calculated F value is 113.814 and the significance level is 0.000. This shows that all four independent variables - work-life balance (X4), work culture (X3), work environment (X2), and employee motivation (X1) affect performance (Y) in some way, either individually or jointly.

Determinant Coefficient Test (R Square Test)

Table 10. Determinant Coefficient Test (R Square Test)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,779 ^a	,607	,601	,33390

a. Predictors: (Constant), X4, X1, X2, X3

b. Dependent Variable: Y

Source : (2025) research data

To find out how much influence the independent variables have on the dependent variable when considered together, researchers use the coefficient of determination (R Square Test) (Zakharia, 2023). The table above shows that X1, X2, X3, and X4 have an influence of 60.7% on Y, namely the employee performance variable. This indicates that X1, X2, X3, and X4 work together to build X1. Although this study cannot explain all potential independent variables, they influence 39.3% of the total.

The Effect of Work Motivation (X1) on Generation Z Employee Performance (Y)

The results of the regression study show that the generation Z employee performance variable (Y) is influenced by the work motivation variable (X1) with a calculated t value of 3.731 > 1.968, which is smaller than the t table value. In addition, the significance value was found to be (0.000 < 0.05) when compared to the significance threshold. So, we can accept the first hypothesis (H1), which states that work motivation of generation Z employees has a positive and significant effect on their performance. Therefore, it can be concluded that the performance of generation Z employees is partially influenced by their level of work motivation. This result is consistent with research conducted by Tambunan & Widigdo (2025) that work motivation has a good and substantial influence on the performance of generation Z employees.

The Effect of Work Environment (X2) on Generation Z Employee Performance (Y)

The results of the regression study show that the Work Environment variable (X2) has a significant influence on Generation Z Employee Performance (Y), with a calculated t value of $3.024 > 1.968$. In addition, the significance value achieved when compared to the significance threshold is ($0.003 < 0.05$). Thus, the second hypothesis (H2) which states that the work environment has a positive and significant effect on the performance of generation Z employees can be accepted. Therefore, it is established that the work environment has a substantial partial impact on the performance of generation Z employees. This result is consistent with research conducted by Puspitasari & Agustini (2024) which shows a correlation between a supportive workplace and the productivity of millennial and Gen Z workers.

The Effect of Work Culture (X3) on Generation Z Employee Performance (Y)

The results of the regression analysis resulted in a calculated t value of 2.930 for the Work Culture variable (X3) on Generation Z Employee Performance (Y) compared to the t table value of 1.968. Furthermore, the significance value achieved when compared to the significance threshold is ($0.003 < 0.05$). Thus, it is reasonable to accept the third hypothesis (H3), which states that the performance of generation Z employees is positively and significantly affected by their workplace culture. As a result, we know that the performance of generation Z employees is more or less influenced by corporate culture. This result is consistent with research conducted by Munthe (2022), it is clear that work culture has a good and substantial impact on the performance of young workers.

The Effect of Work-life balance (X4) on Generation Z Employee Performance (Y)

The t-value of the work-life balance variable (X4) on Generation Z employee performance (Y) compared to the t-table value is $6.301 > 1.968$, in accordance with the results of the regression study. In addition, the significance value achieved when compared to the significance threshold is ($0.003 < 0.05$). Thus, the fourth hypothesis (H4) stating that the performance of generation Z employees is positively and significantly affected by their work-life balance can be accepted. The results show that the productivity of generation Z workers is partially influenced by their work-life balance. This result is consistent with research conducted by Regitavagayo & Prabowo (2025) This shows that there is a good correlation between the balance between work life and personal life of millennials and their productivity at work.

The Effect of Work Motivation (X1), Work Environment (X2), Work Culture (X3) and Work-Life Balance (X4) on Generation Z Employee Performance (Y)

The F value of 113.814 with a significance level of ($0.000 < 0.05$) was determined from the results of multiple regression analysis. Therefore, the statistical significance of this regression model has been demonstrated. Employee Performance (Y) among Generation Z is significantly influenced by the following factors: Work-Life Balance (X4), Work Environment (X2), Work Culture (X3), and Work Motivation (X1). Based on these results, it appears that these four factors can best describe the performance of the Generation Z workforce. This implies that to get the most out of generation Z workers, companies should focus on and manage all the elements that motivate them, make the workplace fun, encourage a healthy work culture, and help workers to get a good work-life balance.

CONCLUSION

This research aims to fill the research gap by investigating the impact of work-life balance on employee performance and expanding the range of independent factors included in the analysis. The purpose of investigating this relationship is to learn more about how employees' ability to balance work and personal responsibilities impacts their efficiency and effectiveness at work. This research suggests that factors such as work-life balance, workplace culture and employee motivation play a role in how well an organization does its job. However, it is important to think about how small the sample was and the variables used so that future research can expand its scope to include more elements. The importance of work-life balance policies in the workplace is

highlighted by these findings. While this study adds to our knowledge of the characteristics within organizations that influence employee performance, further research is needed to fully understand this topic. Additional independent factors, such as leadership style, or mediating variables could be included in future research.

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