



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

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ABSTRACT

This research intends to examine how the workplace setting and employee motivation affect the performance of Generation Z workers in Jakarta. The study included 100 participants, and the data was analyzed through multiple linear regression, utilizing t-tests and F-tests to evaluate both individual and collective impacts among the variables. The findings reveal that the workplace setting variable (X1) does not significantly influence employee performance (Y), as shown by a t-value of 1.801, which exceeds the t-table value of 1.660, but with a significance level of 0.075 (> 0.05). Conversely, the motivation variable (X2) significantly impacts employee performance, with a t-value of 3.894 surpassing the t-table value of 1.660 and a significance level of 0.000 (< 0.05). In addition, the results of the F-test show that both the work environment and work motivation have a significant simultaneous effect on employee performance, with an F-value of 36.670, which is higher than the F-table value of 3.938 and a significance level of 0.000 (< 0.05). These results indicate that for Generation Z employees in Jakarta, motivation is a more significant factor affecting performance compared to the workplace environment. Thus, organizations should concentrate their management strategies on enhancing motivational elements such as recognition, career advancement, constructive feedback, and empowering employees. At the same time, the work environment continues to be an essential supporting element rather than the main influence on performance. The reliability test for the employee performance variable shows a Cronbach's Alpha score of 0.790, demonstrating that the instrument employed is trustworthy.

Keywords: Work Environment, Work Motivation, Employee Performance, Generation Z, Jakarta

Introduction

The rapid advancement of technology in the digital era has significantly transformed the world of work, creating new challenges for companies to adapt and manage human resources, especially Generation Z. This generation, known as digital natives, values flexibility, work-life balance, and recognition in their careers. In Jakarta, Gen Z has begun to dominate the labor market, yet their loyalty and job stability tend to be low, leading to an increasing job-hopping trend. Key factors influencing their performance are the work environment and work motivation. A supportive work environment and high motivation can enhance productivity, while dissatisfaction with either may reduce performance. Previous studies have shown a significant relationship between these variables and employee performance, but limited research focuses on Generation Z in Jakarta. Therefore, this study aims to analyze the influence of the work environment and work motivation on the performance of Generation

Z employees in Jakarta, providing deeper insights for organizations in managing the younger workforce in today's modern work landscape.

Literature Review

According to Setiawan (2018), the work environment includes everything surrounding employees that can influence them while carrying out their assigned tasks. Similarly, (Sunyoto, 2015) defines the work environment as all elements around individuals at work that may affect how they perform their duties, such as cleanliness, music, and lighting. (Qoyyimah et al., 2020) also explain that the work environment refers to workplace facilities and conditions that influence employees' enthusiasm for work. In addition, (Wahyuningsih, 2018) states that the work environment consists of both physical and psychological factors that can affect productivity, while (Jeffrey & Soleman, 2017) emphasizes that it encompasses everything surrounding employees that can influence their job satisfaction and, consequently, their performance outcomes. From these definitions, it can be concluded that the work environment represents all physical, social, and psychological conditions surrounding employees that affect their comfort, motivation, and productivity. It not only involves tangible aspects such as lighting, cleanliness, and workspace design but also intangible aspects such as interpersonal relationships, emotional atmosphere, and work pressure. A conducive work environment can create a pleasant atmosphere, enhance satisfaction, and positively impact employee performance. Motivation also plays a crucial role in influencing employee behavior and performance. According to (Suswati, 2022), motivation is an internal driving factor that directs and organizes behavior. (Herliani & Priscilla, 2025) defines motivation as an attitude and value that influences individuals to achieve certain goals according to their targets. Similarly, (Rahayu, 2017) describes work motivation as an internal and external driving force that encourages individuals to carry out their tasks enthusiastically, utilizing their skills to the fullest. (Sunyoto, 2015) views motivation as a stimulus that prompts individuals to act in order to fulfill their needs and gain satisfaction, while (Azzuhri, 2024) explains it as a driving force that inspires individuals to collaborate, work efficiently, and unite their efforts toward achieving goals. Based on these views, work motivation can be understood as both an internal and external drive that encourages individuals to act, perform well, and achieve specific objectives. It not only stimulates enthusiasm but also directs behavior, promotes effective use of abilities, and enhances collaboration and efficiency. Employees with positive motivation remain focused and committed even when facing obstacles, while those with low motivation tend to lose interest and underperform. Thus, motivation significantly affects both individual performance and organizational success. Furthermore, employee performance is the measurable outcome of an individual's efforts in fulfilling their duties and responsibilities. (Sisca et al., 2020) define performance as the successful completion of work through responsibility and dedication. Juliani et al. (2023) describe it as the result of employee efforts verified through organizational processes to ensure tangible and measurable outcomes. Sedarmayanti in

(Siagian & Khair, 2018) defines performance as a system used to evaluate whether employees have performed their tasks effectively, combining both results and the methods used to achieve them. (Budiasa, 2021) considers performance as an individual's ability to utilize resources effectively to achieve good results in both quality and quantity, while (Sinambela, 2021) defines it as the extent to which individuals or organizations successfully carry out their assigned duties. From these perspectives, employee performance can be summarized as the results achieved when individuals execute their responsibilities, assessed objectively based on standards of quality, quantity, and process. Performance reflects not only work outcomes but also the ability to manage resources, fulfill roles efficiently, and contribute to organizational objectives. Consequently, performance serves as a vital benchmark for assessing employee effectiveness and productivity. Factors such as work motivation and the work environment play a significant role in determining performance outcomes employees who are highly motivated and work in supportive environments tend to achieve better results. Therefore, evaluating and understanding these factors can help organizations develop strategies to enhance productivity and overall effectiveness.

Research Methodology

This study employs a quantitative approach. According to (Santoso & Madiistriyatno, 2021) quantitative research involves data in numerical form, which is examined through statistical methods. This study is categorized as hypothesis testing, with the goal of studying and confirming the impact of the workplace setting and work motivation on the effectiveness of Generation Z workers in Jakarta. The investigation took place among Generation Z workers in Jakarta from January to June. The plan for the research activities is outlined as follows:

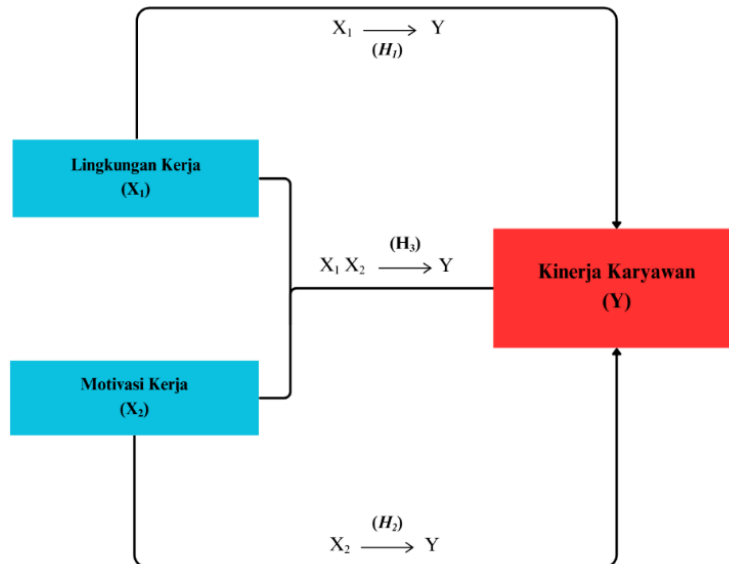
Table 1. The research activity plan

No	Research Activities	Research Period													
		Year 2025													
		Jan - Feb				Mar - Apr				Mei - Jun				Jul	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2
1	Title Submission														
2	Preliminary Research														
3	Thesis Writing														
4	Thesis Guidance														
5	Data Collection														
6	Data Processing														
7	Thesis Examination														

Conceptual Framework

This conceptual framework is designed to facilitate the research process in writing the thesis. With this framework, the researcher is expected to define and develop each variable, allowing the research model to be clearly illustrated. Based on the theoretical explanations provided, the framework is formulated to simplify understanding. The conceptual framework can be seen as follows:

Figure 1. Conceptual Framework



Data Collection Method

Data collection methods are a crucial part of research, as they determine the quality and accuracy of the analysis. In this study, data was collected using questionnaires. A questionnaire is a research instrument consisting of written questions presented to respondents to obtain the required information (Sugiyono, 2013). In this study, the questionnaire measured three main variables: Work Environment (X₁), Work Motivation (X₂), and Employee Performance (Y).

Data Analysis Techniques

The approach for analyzing data is a method employed to evaluate the gathered information to make conclusions and respond to research queries. In this research, information from the survey will be examined through inferential statistical techniques utilizing SPSS software. The primary analysis conducted is multiple linear regression to investigate how independent variables (X₁ and X₂) affect the dependent variable (Y), followed by testing hypotheses with t-tests and F-tests.

Multiple Linear Regression Analysis

This study investigates the influence of two independent factors, work atmosphere (X₁) and employee motivation (X₂), on the performance of workers (Y). The regression formula is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

where Y represents Employee Performance, α signifies the constant, β_1 is the coefficient for Work Environment, β_2 is the coefficient for Work Motivation, X₁ stands for Work Environment, X₂ indicates Work Motivation, and e refers to Error/Residual.

1. Coefficient of Determination (R²)

This analysis assesses the extent to which the independent variables account for changes in the dependent variable. R^2 values range from 0 to 1: $R^2 = 0$: Independent variables cannot explain the dependent variable.

- a. $R^2 = 0$: The independent variables do not account for the dependent variable.*
- b. $0 < R^2 < 1$: The independent variables account for some of the changes.*
- 1.** *$R^2 = 1$: The independent variables account for all changes (this is uncommon in social research). Adjusted R^2 is also employed to account for the number of independent variables, reflecting the model's accuracy.*

2. t-Test

The t-test evaluates the individual impact of each independent variable on the dependent variable:

- a. If the t-count is greater than the t-table and the significance is below 0.05 $\rightarrow H_1$ is accepted (significant effect observed).*
- b. If the t-count is less than the t-table and the significance is above 0.05 $\rightarrow H_1$ is rejected (no significant effect found).*

3. F-Test

The F-test assesses the collective impact of the independent variables on the dependent variable: If the F-count is greater than the F-table and the significance is below 0.05 $\rightarrow$ the independent variables together have a significant effect on employee performance. This approach confirms the statistical relationships among work environment, motivation, and employee performance.

4. Discussion

According to the findings and data analysis regarding the effect of the Work Environment and Work Motivation on the performance of Generation Z workers in Jakarta, several conclusions were drawn. The results from the multiple linear regression analysis revealed a constant value of 6.710, with coefficients showing 0.680 for Work Environment (X_1) and 0.220 for Work Motivation (X_2). This indicates that raising both variables at the same time enhances employee performance positively. When considered separately, Work Motivation significantly boosts performance, whereas Work Environment has a positive coefficient but does not show a meaningful statistical impact. This implies that improving motivation through rewards, appreciation, and opportunities for personal growth, as well as establishing a supportive work setting that meets Gen Z's expectations, can enhance overall employee productivity. The partial correlation analysis revealed a reasonably strong connection between the variables, shown by a coefficient of determination (R^2) of 0.431, suggesting that Work Environment and Work Motivation account for 43.1% of the variations in performance; the other 56.9% is affected by different elements. Specifically, while Work Environment positively influences Gen Z performance, its effect is not significant, likely due to Gen Z's desire for flexibility, meaningful tasks, and independence, leading to physical or formal environmental elements being less critical. Conversely, Work Motivation exhibits a significant impact on performance, indicating that elevated motivation through acknowledgment, incentives, and growth opportunities results in improved performance levels. When

both factors are analyzed together, they significantly impact performance, as shown by the F-test ($F = 36.670$; Sig. = 0.000), which accounts for 41.9% of performance variations (Adjusted $R^2 = 0.419$). This indicates that while motivation appears to be more influential, both internal and external aspects are crucial for improving employee performance among Generation Z.

Conclusion

Drawing from the findings of the research and data evaluation regarding how Work Environment and Work Motivation affect the job performance of Generation Z workers in Jakarta, several key points can be highlighted. To begin with, Work Motivation significantly boosts employee performance, suggesting that heightened motivation, through elements such as rewards, acknowledgment, and chances for personal growth, results in improved performance. Furthermore, the Work Environment positively influences performance but does not show a statistically significant impact when viewed on its own, indicating that Generation Z employees might value factors like flexibility, meaningful tasks, and independence more than the traditional physical or formal conditions of the workplace. Additionally, when both Work Environment and Work Motivation are examined together, they significantly impact performance, demonstrating that both internal (motivation) and external (work environment) influences are crucial for enhancing employee effectiveness. In summary, fostering motivation and establishing a beneficial work environment can notably elevate the productivity and performance levels of Generation Z employees in Jakarta.

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