

FACTORS AFFECTING GEN Z WORK PERFORMANCE: CASE STUDY FROM E-COMMERCE INDUSTRY IN JABODETABEK

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Abstract: The objectives of this research were: to find out the influence of leadership on employee motivation in Generation Z, to determine the effect of job characteristics on employee motivation in Generation Z, to determine the effect of the work environment on employee motivation in Generation Z, to determine the effect of employee motivation on employee performance in Generation Z, to find out the influence of leadership on employee performance mediated by employee motivation in Generation Z, to determine the effect of job characteristics on employee performance mediated by employee motivation in Generation Z, to determine the effect of the work environment on employee performance mediated by employee motivation in Generation Z. A quantitative approach was used. Data were analyzed using the SEM-PLS method with SmartPLS 3 software. The variables used are leadership, job characteristics, and work environment as independent variables. Meanwhile, work performance is the dependent variable, and work motivation is the mediating variable. This study indicates that leadership, job characteristics, and work environment positively and significantly influence employee motivation. The effect of employee motivation on employee performance is also positive and significant. In addition, leadership, job characteristics, and work environment positively and significantly affect employee performance. Altogether with employee motivation as a mediating variable in Generation Z. The conclusion of this study shows that the three independent variables (leadership, work characteristic, and work environment) have a positive and significant effect on the dependent variable (work performance), including the mediating effect of work motivation.

Keywords: leadership, job characteristics, work environment, employee performance, employee motivation

Abstrak: Tujuan penelitian ini untuk mengetahui pengaruh kepemimpinan terhadap motivasi karyawan, mengetahui pengaruh karakteristik kerja pada motivasi karyawan, mengetahui pengaruh lingkungan kerja pada motivasi karyawan, mengetahui efek langsung dari motivasi karyawan terhadap kinerja, mengetahui pengaruh kepemimpinan terhadap kinerja yang dimediasi oleh motivasi, mengetahui pengaruh karakteristik pekerjaan terhadap kinerja yang dimediasi oleh motivasi, dan mengetahui efek lingkungan kerja terhadap kinerja yang dimediasi oleh motivasi pada Generasi Z. Metode penelitian yang digunakan dalam penelitian ini adalah penelitian kuantitatif. Data dianalisis menggunakan metode SEM-PLS dengan perangkat lunak SmartPLS 3. Variabel yang digunakan adalah kepemimpinan, karakteristik pekerjaan, dan lingkungan kerja, sebagai variabel independen. Adapun kinerja karyawan menjadi variabel dependen, dan motivasi karyawan sebagai variabel mediasi. Hasil penelitian ini menunjukkan bahwa kepemimpinan, karakteristik pekerjaan, dan lingkungan kerja memiliki pengaruh positif dan signifikan terhadap motivasi karyawan serta pengaruh motivasi karyawan terhadap kinerja karyawan juga positif dan signifikan. Selain itu, kepemimpinan, karakteristik pekerjaan, dan lingkungan kerja memiliki efek positif dan signifikan terhadap kinerja karyawan dengan motivasi karyawan sebagai variabel mediasi pada Generasi Z. Kesimpulan dari penelitian ini menunjukkan bahwa ketiga variabel independen (kepemimpinan, karakteristik pekerjaan, dan lingkungan kerja) berpengaruh secara positif dan signifikan terhadap variabel dependen (kinerja karyawan), termasuk juga terhadap efek mediasi dari motivasi karyawan.

Kata kunci: kepemimpinan, karakteristik pekerjaan, lingkungan kerja, kinerja karyawan, motivasi karyawan

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INTRODUCTION

Today's workforce is diverse, not only on gender, race, ethnicity, culture, and work style but also on age. Data from 2020 Indonesia's Central agency statistics showed that generation Z occupied the first most positions compared to other generations, and this generation began to enter the working environment. Based on Figure 1, baby boomers were 11.56%, Gen X was 21.88%, Gen Y 25.87%, and Gen Z 27.94% (Badan Pusat Statistik, 2021).

Generation Z has specific characteristics that are different from the previous generation. These include being close to technology, being individualistic, being fond of communicating through social media, being independent, choosing to become an entrepreneur, and being impatient. Clinton (2019) said that 69% of Generation Z in Indonesia are interested in careers in technology, especially e-commerce. This phenomenon is because e-commerce companies have more relaxed characteristics than other companies, such as flexible working hours, relaxed work clothes, working remotely through mobile, teleworking, and working from home. In addition, e-commerce companies also offer many rewards and benefits, the opportunity to grow and develop, have solid co-workers, a relaxed office atmosphere equipped with a playroom, and free lunch for employees (Teowira, 2016). Generation Z also prefers jobs that can give them the flexibility to adapt their working time to their personal lives (Gaidhani et al. 2019).

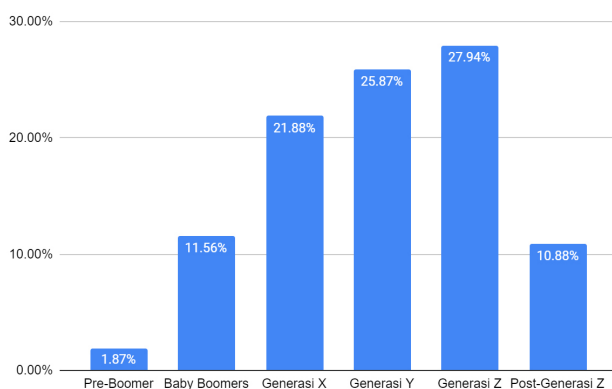


Figure 1. Generation Percentage in Indonesia for the Year 2020 (Badan Pusat Statistik, 2021)

In an investigation of 4,000 Gen Z members, 92% are worried about the generational hole that innovation is causing in their expert and individual lives. Another 37% communicated that innovation is debilitating their capacity to keep up with solid relational connections and foster relationship-building abilities. While these computerized locals may bring a remarkable degree of innovation abilities to the labor force, there are a few worries about their capacity to impart and frame solid relational connections (Delloite, 2017). Research about Gen Z in Indonesia showed that job security and money are essential in the working environment. In contrast to Gen Y, they will turn out more diligently for more significant compensation and move to different urban communities and nations for fair, open positions. They likewise consider vis-à-vis correspondence significant (Dwidienawati and Gandasari, 2018).

Research on the characteristic of gen Z in work, especially in a specific industry such as e-commerce in Indonesia, has not much been found. Research in India found that a significant number of Gen Z didn't talk about the benefit of being in an association for long, and they never got that as an essential for professional responsibility (Singh, 2014). The reason behind this statement was not explored much. Theodora et al. (2019) stated that motivation is an essential factor that will affect people's behavior towards their work attitude and performance in a company. While research about work motivation was much discussed in any other generation (Twenge et al. 2010; Murray et al. 2011), research focusing on Gen Z was little less to be found. Younger generations may have varying expectations of what they want (or value) from the workplace, both intrinsic and extrinsic. Therefore may approach work differently (Lester et al. 2012). These generational differences can cause friction, mistrust, communication breakdowns, prevent effective teamwork and collaboration, and impact job satisfaction, retention, and productivity (Bailey, 2009). Chalofsky and Krishna (2009) asserted that as leaders are working to address the generational needs of employees, they must also remember that all employees, regardless of their generational affiliation, strive to work towards a higher three causes, meaningfulness and life purpose. Individuals who do not perceive the workplace as meaningful and purposeful will not work up to their professional capacity.

With all of these precautions, this research focuses on several work variables such as leadership, job characteristics, and work environment with employee motivation as a mediating variable to check their relationship with the work performance of gen Z in Indonesia. The research objectives were: (1) to find out the influence of leadership on employee motivation in Generation Z, (2) to determine the effect of job characteristics on employee motivation in Generation Z, (3) to determine the effect of the work environment on employee motivation in Generation Z, (4) to determine the effect of employee motivation on employee performance in Generation Z, (5) to find out the influence of leadership on employee performance mediated by employee motivation in Generation Z, (6) to determine the effect of job characteristics on employee performance mediated by employee motivation in Generation Z, (7) to determine the effect of the work environment on employee performance mediated by employee motivation in Generation Z.

METHODS

This study uses quantitative research, where quantitative research manages data that can be measured using numbers or is numerical (Sekaran and Bougie, 2016). In addition, this type of research is explanatory, where explanatory research aims to determine the causal relationship between variables (Sekaran and Bougie, 2016). The subject of this research is a generation Z employee aged 10 to 26 years who worked in the e-commerce industry located in the Jabodetabek area (Jakarta, Bogor, Depok, Tangerang, and Bekasi) for at least three months. This study uses a non-probability sampling technique with a purposive sampling type, with 330 samples. Purposive sampling is determined based on specific criteria (Sekaran and Bougie, 2016). This study's variables were divided into independent variables, mediating or intervening variables, and dependent variables (Sekaran and Bougie, 2016). Data were analyzed using PLS-SEM with SmartPLS 3 software.

The data analysis method is partitioned into two phases: the Measurement Model and Structural Model. The Measurement Model or the Outer Model means to test the unidirectional connection between dormant factors (X and Y) and its pointers and is completed too. To do this, we check the validity and reliability of the data. The validity test is separated into two kinds:

convergent and discriminant validity. In convergent validity, if the factor loading and Average Variance Extracted (AVE) are more significant than 0.70, it is considered substantial. Furthermore, the unwavering quality test where the thing is pronounced dependable if $AVE > 0.5$, Composite Reliability (CR) > 0.7 , and Cronbach Alpha (α) > 0.6 .

The structural model or the so-called Inner Model aims to test and predict each relationship between latent variables (Hair et al. 2011) and is evaluated by performing the R^2 test and the significance level test through path coefficients estimation with bootstrapping test. The R^2 test is used to predict the variance relationship of the endogenous (dependent) latent variable. In the R^2 test criteria, if the R^2 value is 0.25, it means that the structural model describes a weak effect; 0.50 means moderate, and 0.75 means substantial. A significance test is hypothesis testing conducted to determine the effect of exogenous variables (variable X) on endogenous variables (variable Y).

The hypothesis was built based on previous research in work performances areas. The research model combines research results in other countries and Indonesia, but not specifically in the e-commerce Industry. The hypothesis proposed was expected to fulfill the research gap in the work performances area. Research by Nurjaya and Riswan (2020) and Uriah and Amadi (2019) stated that leadership has a positive and significant effect on Employee Motivation. Aktarina (2019) and Sever and Malbašić (2019) mentioned that Job Characteristics have a positive and significant effect on Employee Motivation in Generation Z. On work environment, Nuraya and Pratiwi (2017), Dimre (2018), Bokhari and Eva (2014), and Setiyani et al. (2019) concluded that Work Environment positively and significantly affects Employee Motivation. Research by So et al. (2018), Hussain et al. (2018), Sari et al. (2018), and Yushadi et al. (2019) stated that employee Motivation has a positive and significant effect on Employee Performance. On leadership, Sappe et al. (2016), Iman and Lestari (2019), Lolowang et al. (2019), and Rinto et al. (2017) concluded that leadership has a positive and significant effect on Employee Performance with Employee Motivation as a mediation variable. Another research on employee motivation as a mediation variable was also done by Islamiyah and Suhaeli (2019), Fajraini et al. (2019), Wulandari (2015) and Dewi et al. (2019). They concluded that job Characteristics positively and significantly affect Employee Performance with

Employee Motivation as a mediation variable. Lastly, Aryono (2017), Narasuci et al. (2018), Yamin et al. (2021), Candradewi and Dewi (2019), and Pujiastuti et al. (2017) concluded that the work environment has a positive and significant effect on Employee Performance with Employee Motivation as a mediation variable. From Figure 2, several hypotheses were proposed as follows:

- H1: Leadership has a positive and significant effect on Employee Motivation in Generation Z
- H2: Job Characteristics have a positive and significant effect on Employee Motivation in Generation Z
- H3: Work Environment positively and significantly affects Employee Motivation in Generation Z
- H4: Employee Motivation has a positive and significant effect on Employee Performance in Generation Z
- H5: Leadership has a positive and significant effect on Employee Performance with Employee Motivation as a mediation variable in Generation Z
- H6: Job Characteristics positively and significantly affect Employee Performance with Employee Motivation as a mediation variable in Generation Z
- H7: Work Environment has a positive and significant effect on Employee Performance with Employee Motivation as a mediation variable in Generation Z

RESULTS

Of the 330 existing respondents, most respondents (42%) work at the e-commerce company 'Shopee.' 72% of respondents worked for 1 to 3 years in their current company. Most of the respondents—2/3 (66%) in this study were female. The last education taken by the majority (82%) of respondents was undergraduate (S1). Ninety percent of respondents are unmarried. And lastly, the respondent's job position is dominated (79%) by positions as staff. Descriptive statistics gave researchers an overview of the variables being tested (Rahayu 2017). The performance from each variable can be seen in Table 1.

Based on Table 1, it can be seen that the mean was above 3,5 for all variables. It can be concluded that respondents agree with the indicators used in the questionnaire. From the standard deviation, we can see that there are not many differences in their questionnaire answers.

The measurement model is then carried out (this is called the Outer Model). This outer model test was done to test the unidirectional relationship between latent variables (X and Y) and their indicators (Hair et al. 2011). This test is known as a reflective measurement to measure each indicator with validity and reliability tests.

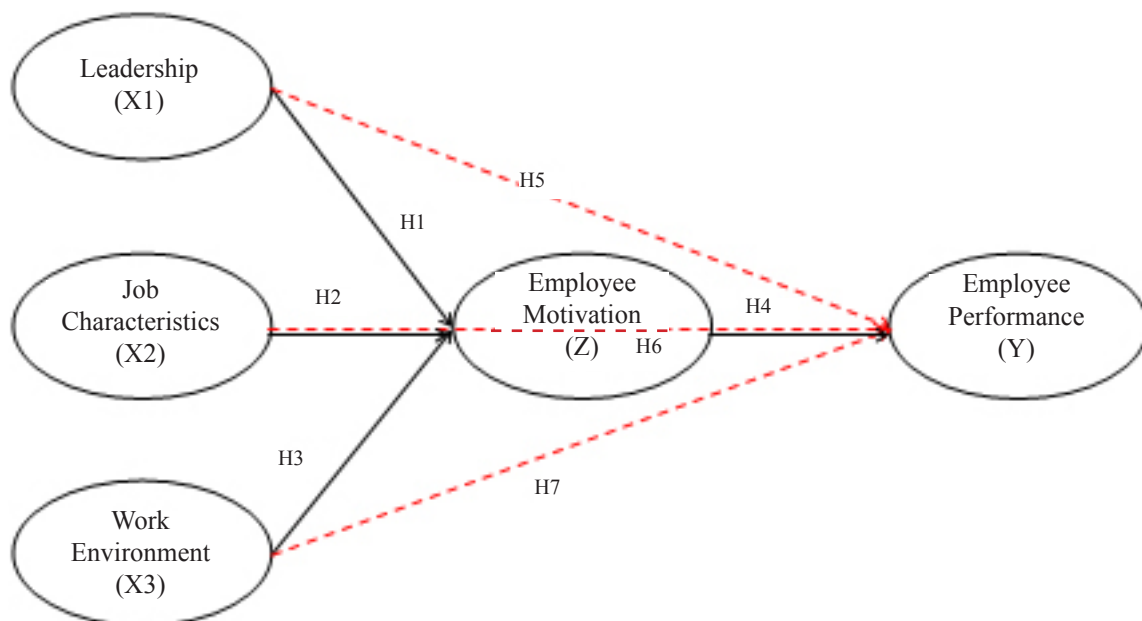


Figure 2. The Research model

Based on Table 2, the test results for all statement items have met the convergent validity criteria. This statement is evidenced by the AVE value > 0.7 for all variables. It means that the statement item is declared valid. In addition, all statement items are declared reliable because the CR > 0.70 and Cronbach Alpha > 0.60.

The structural model, or the Inner Model, was then carried out to test and predict each relationship between latent variables (Hair et al. 2011). The measurement of this structural model is evaluated by performing the R² test and testing the significance level through path coefficients estimation with bootstrapping test. The Inner model can be seen in Figure 3.

As can be seen from Table 3, the significance test results show that all exogenous variables have a positive and

significant effect on endogenous variables. All variables have t-values > 5% or 1.96 and p-values < 0.05, and positive path coefficients. It can be concluded that H1, H2, H3, H4, H5, H6, and H7 are accepted.

The first test in this structural model is the R² test. Based on the study results, it was found that the R² value of the employee performance (EP) variable was 0.847. This data means that the employee motivation variable can influence the performance (EP) variable by 84.7%, and other variables influence the remaining 15.3%. In addition, the magnitude of the R² value of the employee motivation (EM) variable is 0.967. This data means that the variable employee motivation (EM) can be influenced by the variables of leadership (LS), job characteristics (JC), and work environment (WE) by 96.7%, and other variables influence the remaining 3.3%.

Table 1. Descriptive statistics for each variable

Variable	Mean	Standard Deviation
Leadership	3.64	0.668
Job Characteristics	3.62	0.672
Work Environment	3.69	0.65
Work Motivation	3.63	0.724
Work Performance	3.69	0.693

Table 2. Convergent validity and reliability test results

Variable	Cronbach's Alpha	CR	AVE
Leadership (LS)	0.984	0.986	0.833
Job Characteristics (JC)	0.981	0.983	0.843
Work Environment (WE)	0.977	0.980	0.788
Employee Motivation (EM)	0.980	0.982	0.832
Employee Performance (EP)	0.979	0.981	0.787

Table 3. Hypothesis test results

Hypothesis	Path	Path Coefficients	t-statistics	p-values	Decision
H1	LS → EM	0.290	2.466	0.014	Accepted
H2	JC → EM	0.440	6.888	0.000	Accepted
H3	WE → EM	0.267	2.641	0.009	Accepted
H4	EM → EP	0.920	103.078	0.000	Accepted
H5	LS → EM → EP	0.267	2.442	0.015	Accepted
H6	JC → EM → EP	0.405	6.915	0.000	Accepted
H7	WE → EM → EP	0.245	2.663	0.008	Accepted

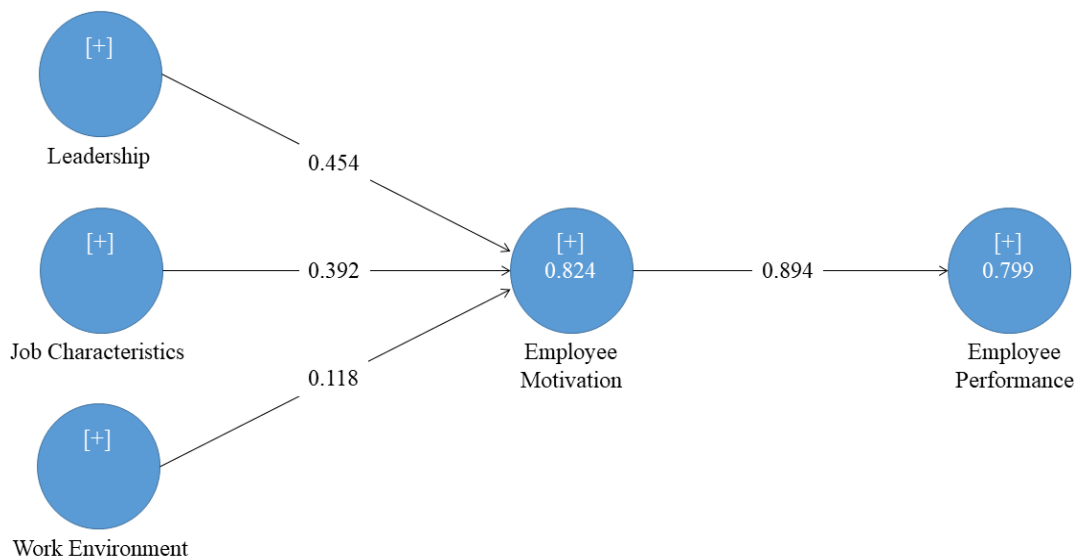


Figure 3. Inner model

Leadership Positively and Significantly Affects the Work Motivation in Gen Z

The research results suggested that the attitude of superiors in this company dramatically affects the level of motivation of Generation Z employees. The results of this study are supported by research by (Nurjaya and Riswan (2020) and Uriah and Amadi (2019). Generation Z, like superiors who can communicate well with their subordinates and give their subordinates freedom to express their opinions. These results are also consistent with the characteristics of Generation Z employees in the world of work, where they want superiors who can communicate the company's strategy and goals to them and give Generation Z employees the freedom to voice their ideas to their superiors (Gaidhani et al. 2019). Whereas as a superior, one must have a clear direction in developing and communicating that vision to his subordinates, which is beneficial for subordinates in completing work challenges. These conditions reflect how important leadership is in the company, and it is a very close relationship with its motivation. With positive leadership, employee motivation can increase and vice versa (Saragih and Simarmata, 2018).

Job Characteristics Positively and Significantly Affects the Work Motivation in gen Z

This research showed that the characteristics of each job given to Generation Z employees significantly affect the level of motivation of Generation Z employees. The

results of this study are supported by research by Sapan (2019) and Febriyanti et al. (2020), where the higher the employee's understanding of the work being done, the higher the employee's motivation to work. This result also follows the characteristics of Generation Z. As employees, Generation Z feel that continuous feedback from their superiors and the freedom to complete work will increase their motivation at work (Pratiwi, 2021; Gaidhani et al. 2019).

Work Environment Positively and Significantly Affects the Work Motivation in gen Z

This research means that the environmental conditions in the workplace of Generation Z employees significantly affect the level of motivation of Generation Z employees. The results of this study are supported by the research of Nuraya and Pratiwi (2017) and Nurhuda et al. (2019), where a decent working environment, having complete facilities, good relations between employees and superiors can increase the motivation of Generation Z employees. Generation Z employees also like a more relaxed, friendly, and flexible work environment to increase their motivation at work (Gaidhani et al. 2019). Motivation is a driving force for someone who can create enthusiasm and passion for working in an integrated, effective, and efficient manner. Thus, the company can maintain a conducive work environment and pay attention to aspects of the company's physical and non-physical work environment.

Employee Motivation Positively and Significantly Affects the Work Performance in Gen Z

This research showed that their motivation to work could affect the performance of Generation Z employees. The results of this study are supported by research from Candradewi and Dewi (2019). This motivation can be measured from various aspects such as high self-confidence, having a superior who always provides motivation, and having a sense of responsibility and interest in the work he does. Employee performance, especially employees of Generation Z in the company. To continue increasing employee motivation, companies must continue to study ways to increase their motivation, have a sense of loyalty, and produce good performance (Saragih and Simarmata, 2018). In addition, it can also refer to the research of So et al. (2018), which says that the higher the motivation, the higher the performance of an employee, where superiors motivate an encouragement to subordinates to be able to work well following the expected company goals. So that motivation becomes one of the factors in influencing the passion and morale of a subordinate to play an active role in work (Saragih and Simarmata, 2018).

Leadership has a Positive and Significant Effect on Employee Performance, with Employee Motivation as a Mediating Variable in Generation Z

This statement means that the attitude of superiors can increase employee motivation which has an impact on increasing the performance of Generation Z employees. The results of this study are supported by the research of Utari et al. (2018), where a good boss in a company affects increasing employee motivation at work which makes their performance even better. A good boss in the company provides opportunities for his subordinates to express their opinions, invites his subordinates to discuss solving existing problems, and motivates his subordinates to achieve the work expected by the company (Andersen, 2016). In addition, it can also refer to the research of Albanjari (2016), where high and low performance produced by subordinates depends on the attitude given by superiors. A good boss's attitude reflects an attitude that can protect, guide, and provide direction to his subordinates. Still, all of that will not go well and in balance without motivational encouragement from a superior. Thus, motivation can mediate to increase the influence of leadership on employee performance.

Job Characteristics Have a Positive and Significant Effect on Employee Performance, with Employee Motivation as a Mediating Variable in Generation Z

This statement means that job characteristics affect employee motivation, which impacts generation Z employee performance. The results of this study are supported by research belonging to Ramdhani and Sridadi (2019), where the presence of these job characteristics can increase employee job involvement, increase employee motivation, and impact employees' desire to improve their performance. In addition, it can also refer to the research of Maulana et al. (2018), where every job given has an explanation of a clear job description, which will make it easier for employees to work. So that the job characteristics given clearly to each employee will impact employee motivation in producing maximum performance (Maulana et al. 2018). Therefore, it can be concluded that motivation is an important aspect and influences job characteristics and employee performance.

Work Environment has a Positive and Significant Effect on Employee Performance with Employee Motivation as a Mediating Variable in Generation Z

This result showed that the employee's work environment could increase employee motivation, which impacts. The results of this study are supported by the research of Aryono (2017), where a conducive employee work environment can trigger an increase in employee motivation, which impacts the performance of Generation Z employees who increase. The higher the employee's motivation, the more the work environment will improve the employee's performance (Maulana et al. 2018). In addition, it can also refer to research owned by Fachrezi and Khair (2020), where good employee performance will be in line with the results of good company business development as well, and vice versa. However, the resulting performance has not been well marked by the unclean conducive work environment, which can lead to an employee's low success in achieving the company's goals. Thus, in addition to intrinsic motivation, companies must also pay attention to extrinsic motivation, such as providing other facilities to encourage employees to perform better. Superiors should provide examples of positive behavior to be used as role models for their subordinates (Josephine and Harjanti, 2017).

Managerial Implications

Based on the research results, the most effective strategy to improve employee performance is to provide compelling motivation or encouragement to Generation Z. This can be seen from the R^2 test. Based on the study results, it was found that the R^2 value of the employee performance (EP) variable was 0.847. This data means that the employee motivation variable can influence the performance (EP) variable by 84.7%, and other variables influence the remaining 15.3%. The Companies can implement several strategies that can be used to increase the motivation of Generation Z employees. From a leadership perspective, superiors are expected to have a vision and a mission that is following the company, an attitude that can communicate all plans to his subordinates, providing opportunities for his subordinates to be able to voice their ideas (Uriah and Amadi, 2019; Saragih and Simarmata, 2018). Apart from the attitude of superiors, the company is also expected to pay more attention to every characteristic of the work given to its employees so that they can better understand all the work it provides. This statement is because the more employees understand the work provided by this company, the employees feel more and more responsible for the work.

In terms of the work environment, Generation Z employees need a conducive work environment. Therefore, the company is expected to pay more attention to the physical and non-physical work environment. Increased motivation can be done in terms of intrinsic and extrinsic. For intrinsic motivation, the company is expected to encourage developing a career, completing the given work, and feeling challenged about the diversity of the work provided. Then, for extrinsic motivation, companies are expected to pay attention to motivation from the extrinsic side. Providing other facilities that can encourage employees to perform better and superiors should provide examples of positive behavior as role models for their subordinates (Josephine and Harjanti, 2017). Thus, in the future, the company is expected to pay more attention to the three strategies above so that the motivation of Generation Z employees can be further increased so that it impacts their performance in the company.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This investigation adds to both hypothetical and functional applications. Hypothetically, this investigation contributes experimental proof of Gen Z attributes in Indonesia. The ramifications of this present investigation's outcome are the knowledge for business executives regarding the test of overseeing ages Z in the workplace. All seven purposes in this research were answered significantly and positively. Leadership, work environment, and job characteristics significantly affected work performance, and work motivation mediated this effect.

Recommendations

It is recommended for the e-commerce industry in Indonesia to focus on the leadership strategy, assess the work environment, and evaluate the job description that can motivate Gen Z to achieve desired work performance in the industry. For future research, other industries could be examined to see the dynamics of factors affecting the work performance of gen Z. Other variables that can affect the motivation and performance of generation Z employees can also be added into the analysis.

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