

**THE INFLUENCE OF ORGANIZATIONAL CULTURE, AND WORK ENVIRONMENT  
ON GENERATION Z EMPLOYEE PERFORMANCE THROUGH  
WORK MOTIVATION AT PT PERMODALAN NASIONAL MADANI  
SOUTH JAKARTA OFFICE**

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**ABSTRACT**

This research is motivated by the gap in the performance of Generation Z employees at PT Permodalan Nasional Madani South Jakarta Office, as indicated by the results of the 2023 performance evaluation. The main problems include the achievement of targets that have not been optimal, the quality of work that has not met the standards, and the lack of punctuality and work independence. The purpose of this study was to analyze the effect of Organizational Culture and Work Environment on Generation Z Employee Performance through Work Motivation. The study used a quantitative approach with a survey method. The research sample amounted to 147 Generation Z employees, selected using simple random sampling technique. Data collection was done through a questionnaire with a Likert scale. Data analysis used Structural Equation Modeling-Partial Least Square (SEM-PLS) with the help of SmartPLS 3 software. The results showed that Organizational Culture has a positive and significant effect on Work Motivation with a P-value of  $0.000 < 0.05$ . Work Environment has a positive and significant effect on Work Motivation with a P-value of  $0.000 < 0.05$ . Work Motivation has a positive and significant effect on Employee Performance with a P-value of  $0.042 < 0.05$ . Organizational Culture has a positive and significant effect on Employee Performance with a P-value of  $0.000 < 0.05$ . Work Environment has a positive and significant effect on Employee Performance with a P-value of  $0.028 < 0.05$ . Organizational Culture does not mediate Employee Performance through Work Motivation with a VAF value of  $16.6\% < 20\%$ . Work Environment partially mediates Employee Performance through Work Motivation with a VAF value of  $38\%$  between  $20\% - 80\%$ .

**Keywords:** Organizational Culture; Work Environment; Work Motivation; Employee Performance; Generation Z

**Introduction**

Today's business competition is influenced by technological advances and growing globalization. Companies must improve their Human Resource Management capabilities to remain competitive by focusing on developing HR competencies and product innovation as well as effective marketing strategies (Gusniar et al., 2023). HR is a valuable asset for companies in achieving competitive advantage because the ability and knowledge as well as the skills and commitment of employees are the determining factors for organizational success. Based on research by Shabrina and colleagues (2023), effective HR management allows companies to form teams that have high competence and innovation power. Companies can achieve sustainable competitive advantage through investment in HR quality development.

Optimal employee performance plays an important role in supporting company productivity and is defined as observable behavior that is relevant to organizational goals (Campbell et al., 1990). Campbell's performance model is a theoretical foundation because it is able to integrate various scientific perspectives in measuring performance (Koopmans et al., 2011) and accommodate changes in modern business systems (Ramawickrama et al., 2017) and bridge the gap between individual performance and organizational goals (Pradhan & Jena,



2017). Employees with optimal performance will be more efficient and effective in achieving organizational goals (Putri, 2023: 1). Companies need to pay attention to employee development to ensure they have the necessary skills. Managing employee performance with generational differences is a challenge in itself because each generation has different characteristics and values at work (Nurdianto et al., 2023).

Generation Z, born between the mid-1990s and early 2010s, grew up in the digital era with extensive access to technology and information (Pratama & Elistia, 2020). As digital natives, Generation Z is highly tech-savvy and desires flexibility and challenge in their work. This generation is career development-oriented and considers work an important part of achieving social and financial advancement (Ramadhani & Nindyati, 2022). They value jobs that match their passions and have future security and opportunities for self-improvement. Generation Z prefers jobs with high income and adequate facilities that offer work flexibility and good teamwork.

The research examines the influence of several variables on Employee Performance, including Organizational Culture and Work Environment, with Work Motivation acting as an intervening variable. Ismartaya (2023) emphasized the crucial role of Organizational Culture in driving Employee Performance through the formation of collective understanding and common beliefs among all members of the organization. According to Oktaviani and Rahardjo's (2015) study, the performance of human resources in carrying out tasks is significantly influenced by organizational culture. Zahra et al. (2020) explained that the formation of organizational culture includes three levels consisting of artifacts, values, and basic assumptions that reflect organizational beliefs. Widyaningsih and Saragih (2021) revealed that employee attachment to the company can be built through the implementation of an organizational culture that upholds ethical and moral values. A supportive work environment can be realized through the implementation of an AKHLAK culture that integrates the values of Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative, as described by Srimulyani et al. (2023).

Handoko et al. (2022) explained that the social and physical aspects of a person's workplace are factors that affect Employee Performance through the Work Environment. Amabile et al. (1996) describes the function of the work environment in encouraging creativity, innovation, and employee performance which is realized through organizational support, the role of supervisors, and the availability of adequate resources. Support systems that include physical comfort, work functions, and psychological well-being of employees are important roles of the work environment, as stated by Vischer (2007). Work productivity can increase positively when employees' intrinsic motivation is boosted by ideal work environment conditions. Successful communication, collaboration, and maintaining occupational health and safety can be facilitated through the right work environment.

Ratnawati & Efendi (2020) suggest that Employee Performance is influenced by Work Motivation which plays a role as an intervening variable. Prahawan & Dibyantoro (2023) identified motivation as an element that drives, directs, and supports employees to show a high work ethic. Tasik (2023) elaborates that work targets can be achieved optimally through a strong internal drive from employees who have high motivation in carrying out their duties. Handoko et al. (2022) explained how work motivation which acts as an intervening variable can strengthen or weaken the impact of organizational culture and work environment on employee performance. Wahyuni & Budiono's (2022) research did not find the effect of work environment on performance through work motivation, while the studies of Al-Ayyubi &



Sholahuddin (2019) and Putra (2021) prove the success of work motivation in its role as a mediator.

PT Permodalan Nasional Madani (PNM) is a State-Owned Enterprise (BUMN) engaged in financing and management to empower Micro, Small and Medium Enterprises and Cooperatives which was established on June 1, 1999 (Sunarto & Frayoga 2022). The existence of PT PNM has succeeded in absorbing many employees, especially generation Z (Sumampouw & Wahyudi 2020: 51). PT PNM South Jakarta as one of the branches has employees who are dominated by generation Z (PT PNM 2024). PT PNM has conducted a comprehensive performance evaluation of Generation Z employees in 2023. Based on this evaluation, several performance gaps were identified, especially in the aspects of timeliness, work quality and work independence, which indicate the need for further research. The results of the pre-research questionnaire conducted to sub-section leaders also showed that there are several aspects of performance that need attention including work quality, achievement of targets, timeliness, cost-effectiveness of supervision and development of skills and work attitudes (PT PNM 2024).

The results of previous research on the influence of Organizational Culture, Work Environment, and Work Motivation on Employee Performance show significant differences in findings. Variations in results were found in studies examining the relationship between Organizational Culture and Employee Performance. A number of researchers such as Ismartaya (2023), Khair (2022), Soomro and Shah (2019), and Basuki et al. (2024) confirmed the positive and significant influence of Organizational Culture on Employee Performance. In contrast to these findings, research by Nadhiroh et al. (2022) proves that Organizational Culture has a significant negative effect on Employee Performance. Meanwhile, Putra et al. (2022) and Bahri et al. (2021) revealed an insignificant negative effect of Organizational Culture on Employee Performance. Marhamah & Ikhwan (2022) and Ardiyansah & Mon (2023) in their research did not find a significant effect of Organizational Culture on Employee Performance. The study conducted by Sholihah et al. (2023) identified the effect of Organizational Culture on Work Motivation, although the effect was not significant.

Inconsistencies in results are found in studies examining the effect of Work Environment on Employee Performance. Researchers such as Tesmanto & Rina (2022), Iqbal et al. (2021), Handoko et al. (2022), and Asnawi (2020) identified a significant positive effect of Work Environment on Employee Performance. However, research conducted by Damayanti & Subagja (2023) and Mahmudin (2020) actually proves that the Work Environment has a significant negative effect on Employee Performance. On the other hand, Cahya Widuri Wulan's study (2019) did not find any influence between Work Environment and Employee Performance. Putra (2021) in his research revealed that Work Motivation mediates the effect of Work Environment on Employee Performance. Meanwhile, different results were shown by Sari et al. (2023) and Wahyuni & Budiono (2022) who prove the absence of the influence of Work Environment on Employee Performance through the mediation of Work Motivation.

Research on the role of Work Motivation in influencing Employee Performance has produced varied findings. Studies conducted by Ratnawati & Efendi (2020) and Ismartaya (2023) revealed that Work Motivation has a significant positive impact on Employee Performance. In contrast, research by Farras (2022) and Yolanda & Kurniasari (2023) proved a significant negative effect of Motivation on Employee Performance. An insignificant influence between Motivation and Employee Performance was identified in the research of Andansari & Mujanah (2023) and Basa & Indrawan (2023). Al-Ayyubi & Sholahuddin (2019) and Putra (2021) in their studies confirmed the ability of Work Motivation as a mediator of the



influence of Organizational Culture and Work Environment on Employee Performance. In contrast to these findings, Handoko et al. (2022) and Wahyuni & Budiono (2022) prove the inability of Work Motivation in mediating the influence of Organizational Culture and Work Environment on Employee Performance.

The 2023 performance evaluation and pre-research questionnaire have identified several aspects of Generation Z employees' performance at PT PNM South Jakarta that require improvement, making this the basis of the research urgency. Previous researchers have produced mixed findings regarding how Organizational Culture, Work Environment, and Work Motivation affect Employee Performance. Performance evaluation results indicate the need for a comprehensive understanding of the factors that can influence Generation Z employee performance. Previous studies still show inconsistencies in results in examining the impact of these three variables on Employee Performance. Companies need practical solutions to improve the performance of Generation Z employees, while the development of human resource management science requires theoretical contributions, making this research significant to carry out.

Analysis of the influence of Organizational Culture and Work Environment on Generation Z Employee Performance at PT PNM South Jakarta, both directly and through Work Motivation, is the main objective of this research. Researchers will examine how Organizational Culture influences Employee Performance and Work Motivation. The influence of Work Environment on Employee Performance and Work Motivation will also be examined in depth. This study will evaluate the influence that Work Motivation has on Employee Performance. This study will also explore how Work Motivation acts as a mediator in the influence of Organizational Culture and Work Environment on Generation Z Employee Performance at PT PNM South Jakarta.

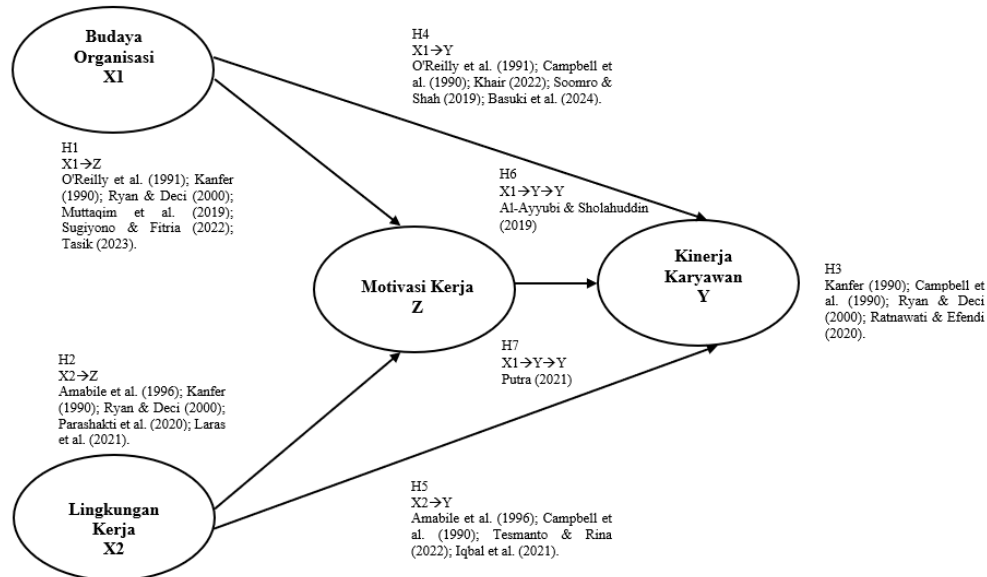
## **Research Methods**

### **1. Research Design**

A quantitative approach with a positivistic paradigm is applied in this study to examine how Organizational Culture and Work Environment affect Generation Z Employee Performance through Work Motivation at PT PNM South Jakarta Office. Sugiyono (2019: 17) argues that the quantitative approach is the main instrument in the positivistic paradigm, which believes that reality has an objective nature and can be tested empirically. A working structure that organizes various research components such as the type of data to be collected, the source of data acquisition, the stages of data collection, and data analysis techniques is the definition of research design according to Latief (2019: 3). The survey method is implemented in this study by distributing questionnaires to 147 Generation Z employees who have been selected through simple random sampling techniques. Researchers will analyze the data obtained using Structural Equation Modeling-Partial Least Square (SEM-PLS) with the support of the SmartPLS 3 application, where the selection of this method is based on the complexity of the research model that includes mediating variables.



Figure 1 presents a framework diagram that visualizes the relationship between variables in this study to provide a more comprehensive understanding.



**Figure 1 Framework of Thought**

This study involves four types of variables according to Sunarsi (2021: 219-220), namely Independent Variables (X) consisting of Organizational Culture ( $X_1$ ) and Work Environment ( $X_2$ ), Dependent Variables (Y) namely Employee Performance, and Intervening Variables (Z) in the form of Work Motivation.

## 2. Unit of Analysis

The unit of analysis in this study is Generation Z employees who work at PT PNM South Jakarta Office. The focus of research on Generation Z employees in this company is to understand how Organizational Culture and Work Environment affect Work Motivation and their performance in the context of the organization (Source: PT PNM, 2024).

## 3. Operational Definition

The operational definition of variables is a concrete explanation of how each research variable will be measured and observed, which is based on relevant theories (Machali, 2021: 30). A more detailed explanation of the operational definitions of each variable along with the dimensions and questionnaire indicators used to measure them is presented in Table 1.

**Table 1 Operational Definition**

Definition	Indicator
<b>Employee Performance (Y)</b>  Campbell & Wiernik, (2015) define performance as actions or behaviors that contribute to organizational goals, not just outcomes or their determinants.	Accuracy in carrying out technical tasks
	Efficiency in completing core work
	Ability to convey information clearly
	Ability to compile a well-written report
	Perseverance in the face of challenges
	Willingness to take on additional tasks
	Excessive absenteeism
	Non-compliance with company regulations
	Coordination skills with coworkers
	Positive contribution to team performance
<b>Organizational Culture (<math>X_1</math>)</b>	Innovative
	Dare to take risks



Definition	Indicator
O'Reilly et al. (1991) defines organizational culture as a set of shared cognitions shared by members of a social unit, characterized by core values that shape cultural norms, symbols, and activities in the organization. This culture forms the basis of social expectations and value systems in the organization.	Analytical
	Research
	Achievement-oriented
	Have high expectations
	Aggressive
	Competitive
	Support
	Praising performance
	Professional growth
	High salary for good performance
	Team-oriented
	Collaborative
	Firm
	Action-oriented
<b>Work Environment (X<sub>2</sub>)</b>  Amabile et al. (1996) define work environment as the day-to-day social and physical environment in which a person performs his or her work. It includes various dimensions that can influence creativity and innovation in organizations, including organizational encouragement, supervisor support, and freedom at work.	People are encouraged to solve problems creatively in this organization
	My supervisor serves as a good work model
	There is free and open communication in my work group
	In general, I can get the resources I need for my work
	I feel challenged by the work I am doing
	I have the freedom to decide how I will carry out my projects
	There are many political issues in this organization
	I have too much work to do in too short a time
<b>Work Motivation (Z)</b>  Kanfer Ruth (1990) defines work motivation as a psychological force that determines the direction of a person's behavior in the organization, the level of effort, and perseverance in the face of obstacles. It includes three main components: direction, intensity, and perseverance in the context of work.	Choice of action or task
	Decision to focus or take on additional responsibilities
	How hard one works
	Concentration level and work speed
	Ability to sustain business
	Focus on long-term goals

Source: Secondary Data 2024

#### 4. Population and Sample

##### a. Population

PT PNM South Jakarta Office has a total of 156 Generation Z employees who became the population in this study. Yunus et al. (2023) define population as all subjects or entities that are the focus of a research activity.

##### b. Sample

The application of the Slovin formula with a 5% margin of error is used by researchers to obtain the sample size (Husein, 2011: 78). Calculations using the Slovin formula show that 147 Generation Z employees will be the research sample, with the selection using probability sampling techniques through simple random sampling methods that provide equal opportunities for each employee to be selected as a sample (Sugiyono, 2017: 81-82).



## 5. Data Type and Source

### a. Data Type

This research uses a type of quantitative data with an ordinal scale, where data can be measured, given numerical values, and calculated (Latief, 2019: 75). The ordinal scale is used to rank data from highest to lowest level or vice versa, even though the difference between values does not have a fixed interval (Sunarsi, 2021: 175).

### b. Data Source

This study uses two types of data sources. Sunarsi (2021: 46) explains that researchers collected primary data by distributing questionnaires directly to 147 employees of PT PNM South Jakarta Office. Books, journals, and websites that provide the theoretical basis for research variables are sources for obtaining secondary data, which function to support the concepts and theories underlying this research as stated by Sunarsi (2021: 46).

## 6. Data Collection Methods

The research data collection used a questionnaire technique distributed to 147 Generation Z employees at PT PNM South Jakarta Office. The questionnaire method was chosen because it is effective and efficient in data collection (Rusilowati et al. 2021: 140). The data collection process was carried out on December 2-20, 2024 with a 100% return rate. Measurement uses a Likert scale with 5 answer options presented in Table 2.

**Table 2 Likert Scale**

Answer Preference	Code	Score
Strongly Agree	SS	5
Agree	S	4
Neutral	N	3
Disagree	TS	2
Strongly Disagree	STS	1

Source: (Sunarsi, 2021: 180)

## 7. Testing the validity of the questionnaire

Testing the feasibility of the questionnaire was carried out through a pilot study involving 30 respondents before the main research began, as recommended by Arikunto (2013: 253). The researcher used SPSS to conduct the validity test using the product moment correlation technique, which determines the instrument as valid when the r-count value exceeds the r-table (0.361). The validity of all statement items was confirmed through the test results. Reliability testing conducted with Cronbach's Alpha showed values exceeding 0.6 for all variables, indicating that the instrument has met reliability standards.

## 8. Analysis Technique

### a. Descriptive Analysis

Rusilowati et al. (2021: 101) explain that the description and analysis of data in this study using descriptive statistics evaluates the average value of the questionnaire responses given by respondents. Researchers applied the formula  $RS = (m/n)/k$  to calculate the scale range (RS), where m represents the highest score, n represents the lowest score, and k indicates the number of interval classes, resulting in a calculation of  $RS = (5/1)/5 = 0.8$ . Table 3 presents the five assessment category intervals that have been established based on these calculations.



**Table 3 Interval Categories of Answers**

Interval	Category
1,00, 1,80	Not very good
1,81, 2,60	Not good
2,61, 3,40	Good enough
3,41, 4,20	Good
4,21, 5,00	Very good

Source: (Bancin, 2021:35)

**b. Inferential Analysis**

Sihombing (2022: 1) explains that testing the relationship between variables in the structural model uses the Partial Least Square (PLS) method with the help of SmartPLS 3 for inferential analysis of this research. Researchers evaluate the model through two approaches: outer model and inner model. The outer model approach analyzes the relationship between latent variables and their indicators using several parameters, namely convergent validity (loading factor  $\geq 0.70$ ), discriminant validity, Average Variance Extracted (AVE  $\geq 0.50$ ), Composite Reliability (CR  $\geq 0.70$ ), and Cronbach Alpha  $\geq 0.70$ . Meanwhile, the inner model approach examines the relationship between latent variables using the Adjusted R<sup>2</sup> Square criteria (0.00-0.199 indicates very low, 0.20-0.399 indicates low, 0.40-0.599 indicates moderate, 0.60-0.799 shows strong, 0.80-1.00 indicates very strong), Path Coefficient (T statistic  $> 1.96$  for 5% significance level), Model Fit (NFI:  $< 0.19$  indicates weak, 0.19-0.33 indicates medium,  $> 0.67$  indicates strong), and Q Square (0.02 means small, 0.15 indicates medium, 0.35 indicates large).

**Research Results****1. Description of Research Objects**

PT PNM South Jakarta Office is one of the branches of a state-owned enterprise engaged in financial services with a focus on financing and empowering micro and small businesses in Indonesia (PT PNM South Jakarta Office, 2024).

**2. Data Analysis****a. Descriptive Analysis****1) Employee Performance Variable (Y)**

Based on the results of descriptive analysis of the Employee Performance Variable (Y) shows an overall average of 4.1374 including the good category. The indicator of coordination with coworkers has the highest value of 4.2313 including the excellent category. While the indicator of the ability to compile reports received the lowest score of 4.0680 but is still in the good category.

**2) Organizational Culture Variable (X<sub>1</sub>)**

Based on the results of descriptive analysis of the Organizational Culture Variable (X<sub>1</sub>), it shows an overall average of 4.0676 including the good category. The indicator focused on achieving results has the highest value of 4.1156 including the good category. While the indicator encouraging new ideas gets the lowest score of 4.0136 but is still in the good category.

**3) Work Environment Variable (X<sub>2</sub>)**

Based on the results of descriptive analysis of Work Environment Variables (X<sub>2</sub>), the overall average of 4.0740 is in the good category. The indicator of solving problems creatively and team communication gets the same highest score of 4.1293



including the good category. While the workload indicator received the lowest score of 3.9592 but is still in the good category.

#### 4) Work Motivation Variable (Z)

Based on the results of descriptive analysis of Work Motivation Variables (Z) shows an overall average of 4.0703 including the good category. The indicator of achieving long-term goals has the highest value of 4.2109 including the excellent category. While the additional responsibility indicator got the lowest score of 3.8912 but was still in the good category.

### b. Inferential Analysis

#### 1) Research Structural Model

This model describes the relationship between the variables of Organizational Culture ( $X_1$ ), Work Environment ( $X_2$ ), Work Motivation (Z) as mediation and Employee Performance (Y) as the dependent variable which will be tested through testing the outer model for validity and reliability and the inner model for causality. The following is presented the research structural model (Data Processing Results, 2024).

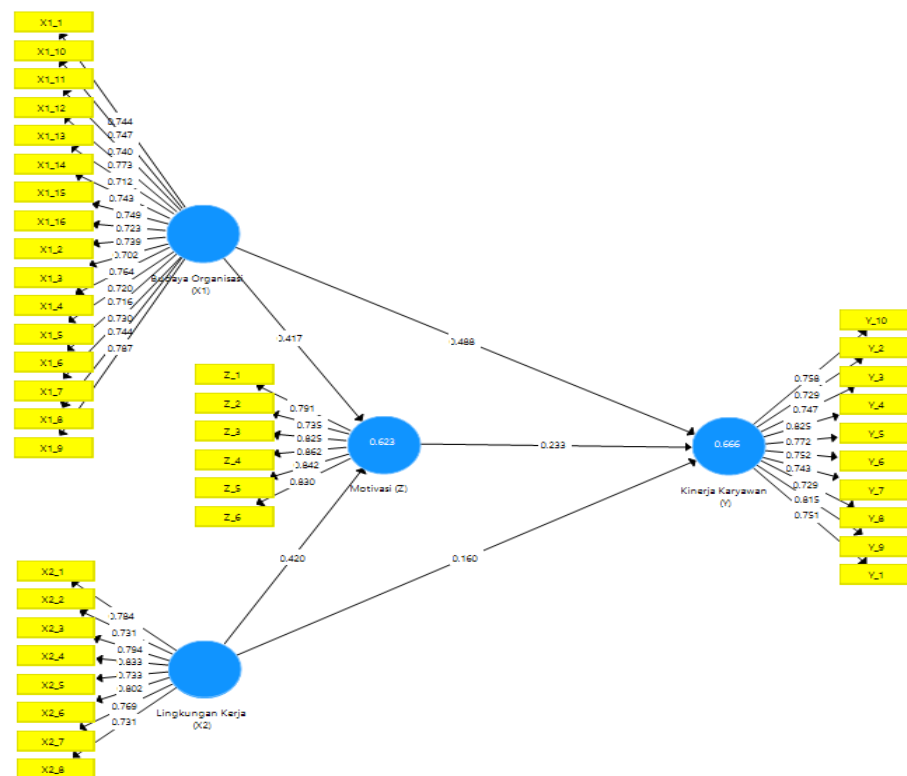


Figure 2 Research Structural Model

Source: SmartPLS App 3

#### 2) Outer Model

##### a) Convergent Validity

Evaluation of the validity of measurement indicators is carried out by analyzing the loading factor on each variable. Yamin (2023: 12) explained that the ideal loading factor value is  $LF \geq 0.70$ , where the loading factor represents the correlation relationship between measurement items and variables which



shows the level of accuracy of items in reflecting variables. The tests that have been carried out show that the loading factor value for all indicators exceeds 0.70. The Organizational Culture variable shows the highest value in the X1.1 indicator which reaches 0.89. This finding proves the validity of all indicators in measuring the targeted construct.

**b) Discriminant Validity**

This test measures the ability of a construct to be distinguished from other constructs. The assessment is carried out by comparing the loading factor of the intended construct with other constructs. The greater the difference in value indicates better discriminant validity (Duryadi 2021: 52). The cross loading results show that the loading value of each indicator on the intended construct is greater than that of other constructs. Indicator Y1.3 has a loading of 0.85 on the Employee Performance variable but only 0.45 on other variables. This proves that each construct has good discrimination.

**c) Average Variance Extracted (AVE)**

This test measures the average variation of each measurement item in a variable. An AVE value  $\geq 0.50$  indicates good validity. AVE illustrates how well the variable can explain the variation in measurement items as a whole (Yamin 2023: 12). The AVE value on each variable is above 0.50. The Work Motivation variable obtained the highest value of 0.78 followed by Employee Performance 0.75 Organizational Culture 0.72 and Work Environment 0.70. These results indicate good convergent validity.

**d) Composite Reliability (CR)**

This test measures the internal consistency of variables with a minimum acceptable value of 0.70. CR shows the level of measurement reliability of a variable in the model (Yamin 2023: 14). All variables have a CR value  $> 0.70$ . The highest value was obtained by the Employee Performance variable of 0.92 followed by Work Motivation 0.90 Organizational Culture 0.88 and Work Environment 0.85. These results indicate good reliability.

**e) Cronbach Alpha**

This test measures the internal reliability of a construct with a minimum expected value of 0.70. Cronbach alpha is a good indicator of internal consistency in variable measurement (Yamin 2023: 14). The test results show the Cronbach Alpha value  $> 0.70$  for all variables. The highest value in the Employee Performance variable is 0.89 followed by other variables which range from 0.82-0.87. This proves good internal consistency.

**3) Inner Model**

The inner model aims to identify and analyze the relationship between exogenous and endogenous variables in a study. This test allows researchers to evaluate the suitability of the relationship between variables with the proposed hypothesis.



**a) Adjusted R<sup>2</sup> Square**

This evaluation measures the model's ability to provide an explanation of the dependent variable. Sugiyono (2010: 231) determines the interpretation of values ranging from 0 to 1 with categories: 0.00-0.199 indicates very low, 0.20-0.399 indicates low, 0.40-0.599 indicates moderate, 0.60-0.799 shows strong, and 0.80-1.00 indicates very strong. The results of testing the research model show the achievement of an R Square value of 0.68 on Employee Performance and 0.58 on Work Motivation. The research model shows a strong predictive capacity in explaining Employee Performance, while for Work Motivation shows predictive ability at a moderate level.

**b) Path Coefficient**

This test measures the relationship between variables through the bootstrapping method. A T value > 1.96 and a P-value <0.05 indicate a significant relationship. The coefficient can be positive or negative which describes the direction of the relationship between variables (Duryadi 2021: 63). The bootstrapping results show that all paths have a T-statistic value > 1.96 and a P-value <0.05. The greatest influence is shown by the Organizational Culture path to Work Motivation with a coefficient of 0.45. This proves all relationships are statistically significant.

**c) Model Fit**

This test uses the NFI index to measure the fit of the model to the data. NFI value < 0.19 (weak) 0.19-0.33 (medium) > 0.67 (strong). NFI shows how well the proposed model fits the observed data (Duryadi 2021: 63). The NFI value obtained of 0.72 is above the 0.67 threshold. These results indicate that the research model has a strong level of fit with the observed empirical data.

**d) Q Square**

Evaluation of the model's predictive ability was carried out using the criteria: 0.02 indicates small, 0.15 indicates medium, and 0.35 indicates large. Musyaffi et al. (2022: 13) explained that Q Square measures the accuracy of the model in predicting observation data. The calculations that have been carried out show the achievement of a Q Square value of 0.42 for Employee Performance and 0.38 for Work Motivation. The research model demonstrates a large predictive capacity, evidenced by the acquisition of a value that exceeds the threshold of 0.35.

**4) Research Hypothesis Test**

Researchers use hypothesis testing procedures to determine the acceptance or rejection of the hypothesis by considering the data obtained from the sample. The following is the hypothesis testing carried out in the study:

**a) Hypothesis Test of Direct Effect**

In the direct effect test, statistical analysis is carried out using the t-test to assess whether the data support hypotheses about population parameters. The test is conducted by comparing the t-statistic value against the critical value of 1.656 at the 5% significance level. In SmartPLS 3, the test produces a P-value



which is compared with the significance level ( $\alpha$ ) of 0.05 by considering a one-tailed test.

Hypothesis acceptance decisions are based on two criteria:

- i. If the P-value  $< 0.05$  then the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted.
- ii. If the P-value  $\geq 0.05$  then the null hypothesis ( $H_0$ ) is accepted and the alternative hypothesis ( $H_a$ ) is rejected.

The following table presents the results of testing the direct effect hypothesis:

**Table 4 Direct Effect**

Influence	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Organizational Culture ( $X_1$ ) -> Motivation (Z)	0.417	3.667	0.000
Work Environment ( $X_2$ ) -> Motivation (Z)	0.420	3.714	0.000
Motivation (Z) -> Employee Performance (Y)	0.233	1.732	0.042
Organizational Culture ( $X_1$ ) -> Employee Performance (Y)	0.488	4.442	0.000
Work Environment ( $X_2$ ) -> Employee Performance (Y)	0.160	1.923	0.028

Source: SmartPLS App 3

Based on the results of testing the direct effect hypothesis using SmartPLS 3, five main findings were obtained:

- i. Organizational Culture has a positive and significant influence on Work Motivation with a contribution of 41.7%. This is indicated by the Original Sample value of 0.417 t-statistics  $3.667 > 1.656$  and P-values  $0.000 < 0.05$  so that  $H_1$  is accepted.
- ii. Work Environment has a positive and significant influence on Work Motivation with a contribution of 42%. This is indicated by the Original Sample value of 0.420 t-statistics  $3.714 > 1.656$  and P-values  $0.000 < 0.05$  so that  $H_2$  is accepted.
- iii. Work Motivation has a positive and significant influence on Employee Performance with a contribution of 23.3%. This is indicated by the Original Sample value of 0.233 t-statistics  $1.732 > 1.656$  and P-values  $0.042 < 0.05$  so that  $H_3$  is accepted.
- iv. Organizational Culture has a positive and significant influence on Employee Performance with a contribution of 48.8%. This is indicated by the Original Sample value of 0.488 t-statistics  $4.442 > 1.656$  and P-values  $0.000 < 0.05$  so that  $H_4$  is accepted.
- v. Work Environment has a positive and significant influence on Employee Performance with a contribution of 16%. This is indicated by the Original Sample value of 0.160 t-statistics  $1.923 > 1.656$  and P-values  $0.028 < 0.05$  so that  $H_5$  is accepted.



### b) Hypothesis Test of Indirect Influence

Testing the mediation effect in this study uses the Variance Accounted For (VAF) method to assess how much the mediator variable absorbs the direct influence of the predictor variable on the dependent variable. The VAF method uses the formula: (Indirect Effect/Total Effect) x 100%.

The decision on the level of mediation is based on three criteria:

- i. Full mediation if VAF value > 80%
- ii. Partial mediation if the VAF value is 20% - 80%
- iii. No mediation if VAF value < 20%

The following table presents the results of testing the indirect effect hypothesis:

**Table 5 Indirect Effect**

Influence	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Organizational Culture (X <sub>1</sub> ) -> Employee Performance (Y)	0.097	1.287	0.099
Work Environment (X <sub>2</sub> ) -> Employee Performance (Y)	0.098	1.760	0.039

Source: SmartPLS App 3

Based on the results of testing the indirect effect hypothesis using the Variance Accounted For (VAF) method, two main findings were obtained:

- i. The indirect effect of Organizational Culture on Employee Performance through Work Motivation shows an Original Sample value of 0.097 with a contribution of 9.7%. The test results obtained t-statistics value  $1.287 < 1.656$  and P-values  $0.099 > 0.05$ . Based on the VAF calculation, a value of  $16.6\% < 20\%$  is obtained, indicating that there is no mediation effect so that H<sub>6</sub> is rejected. The VAF calculation is obtained from the total direct effect of 0.488 plus the indirect effect of 0.097 divided by the indirect effect of 0.097 multiplied by 100%.
- ii. The indirect effect of Work Environment on Employee Performance through Work Motivation shows an Original Sample value of 0.098 with a contribution of 9.8%. The test results obtained t-statistics value  $1.760 > 1.656$  and P-values  $0.039 < 0.05$ . Based on the VAF calculation, the value of 38% is between 20%-80% which indicates partial mediation so that H<sub>7</sub> is accepted. The VAF calculation is obtained from the total direct effect of 0.160 plus the indirect effect of 0.098 divided by the indirect effect of 0.098 multiplied by 100%.

## Discussion

### 1. Effect of Organizational Culture on Work Motivation

The results showed that Organizational Culture has a positive and significant effect on Work Motivation of generation Z employees at PT Permodalan Nasional Madani South Jakarta Office. This is in line with the research of Sugiyono & Fitria (2022) and Tasik (2023) who found similar results. This finding is supported by the theory of O'Reilly et al. (1991) which states that organizational culture dimensions such as innovation, attention to



detail and results orientation can affect work motivation. An organizational culture that emphasizes innovation can encourage the development of technical skills. A results-oriented culture increases employee effort.

Ryan & Deci's (2000) Self-Determination Theory also supports these results where organizational culture can meet three basic psychological needs: autonomy competence and attachment. A culture that encourages innovation increases employee autonomy. A results-oriented culture enhances competence. Cultures that support team orientation fulfill attachment needs. This positive influence shows the importance of building an organizational culture that fits the characteristics of generation Z. This allows organizations to maximize the potential of their employees. This allows organizations to maximize the potential of their employees.

## **2. Effect of Work Environment on Work Motivation**

The results of the study prove that the Work Environment has a positive and significant effect on the Work Motivation of generation Z employees at PT Permodalan Nasional Madani South Jakarta Office. This finding is consistent with the research of Parashakti et al. (2020) and Laras et al. (2021). This result is in accordance with the theory of Amabile et al. (1996) which identifies eight dimensions of the work environment. These dimensions include organizational encouragement supervisor support and freedom which can affect motivation. A conducive work environment creates an atmosphere that encourages high work motivation.

Kanfer (1990) also supports these findings through the theory of work motivation which emphasizes three components: direction intensity and persistence. A supportive work environment can provide clear direction to increase effort intensity and encourage employee perseverance. Work group support and resource adequacy influence work intensity. Supervisor freedom and encouragement increase perseverance in the face of challenges. These positive influences indicate the importance of creating a work environment that suits Generation Z's preferences.

## **3. Effect of Work Motivation on Performance**

The results of the study prove that Work Motivation has a positive and significant effect on the performance of generation Z employees at PT Permodalan Nasional Madani South Jakarta Office. This research supports the findings of Ratnawati & Efendi (2020). These results are in line with Kanfer's (1990) theory which states that work motivation includes three main components: direction intensity and persistence. The direction of motivation determines the choice of employee actions that have an impact on performance effectiveness. The intensity of motivation affects the productivity and quality of work results.

The theory of Campbell et al. (1990) also supports these findings by identifying five dimensions of performance: core technical ability general ability business leadership personal discipline and professional appearance. Work motivation drives employees to exhibit behaviors along these performance dimensions. Generation Z's characteristics of liking the challenge of regular feedback and development opportunities reinforce this relationship. High motivation drives employees to achieve optimal performance. This shows the importance of maintaining work motivation to improve performance.



#### **4. Effect of Organizational Culture on Performance**

The results showed that Organizational Culture has a positive and significant effect on the performance of generation Z employees at PT Permodalan Nasional Madani South Jakarta Office. This finding is in line with the research of Khair (2022) and Soomro & Shah (2019). These results are supported by the theory of O'Reilly et al. (1991) about the eight dimensions of organizational culture. A culture that emphasizes innovation encourages the development of technical skills. Results orientation increases employee effort and leadership.

Campbell et al. (1990) also supports these findings through the concept of five dimensions of performance. Organizational culture encourages employees to show behavior according to these dimensions. Generation Z prefers flexible innovative and result-oriented organizational culture. This preference affects the relationship between organizational culture and performance. These findings indicate the importance of aligning organizational culture with the characteristics of generation Z.

#### **5. Effect of Work Environment on Performance**

The results of the study prove that the work environment has a positive and significant effect on the performance of generation Z employees at PT Permodalan Nasional Madani South Jakarta Office. This finding supports the research of Tesmanto & Rina (2022) and Iqbal et al. (2021). This result is in accordance with the theory of Amabile et al. (1996) about the eight dimensions of the work environment. Organizational and supervisor encouragement increases leadership effort. Adequate resources support the development of technical skills.

Campbell et al. (1990) reinforced these findings through the concept of five dimensions of performance. The work environment supports the realization of behavior according to these dimensions. Generation Z favors a collaborative and technology-supported flexible work environment. These characteristics influence the relationship between work environment and performance. This finding shows the importance of creating a work environment that suits Generation Z's preferences.

#### **6. The Effect of Organizational Culture on Employee Performance through Motivation**

The results showed that Organizational Culture has no significant effect on Employee Performance through Work Motivation in generation Z at PT Permodalan Nasional Madani South Jakarta Office. This finding is in line with Wahyuni & Budiono's research (2022). This result shows the complexity of the relationship between the three variables. O'Reilly et al. (1991) identified eight dimensions of organizational culture that can affect motivation and performance. However, other factors may be more dominant in influencing this relationship.

Kanfer's (1990) theory of the three components of work motivation explains these results. Organizational culture can influence the direction of intensity and persistence through work motivation. Generation Z's characteristics favoring autonomy flexibility and work-life balance may be more influential. Other factors such as role clarity of feedback and development opportunities also play an important role. These findings suggest the need to consider various factors in improving the performance of generation Z.



## **7. The Effect of Work Environment on Employee Performance through Motivation**

The results of the study prove that the Work Environment has a positive and significant effect on Employee Performance through Work Motivation in generation Z at PT Permodalan Nasional Madani, South Jakarta Office. This finding supports Putra's research (2021). These results are in accordance with the theory of Amabile et al. (1996) about the eight dimensions of the work environment. Organizational and supervisor encouragement increases extrinsic motivation. Work group support increases intrinsic motivation through a sense of attachment.

Ryan & Deci's (2000) Self-Determination Theory reinforces these findings. The work environment can fulfill the autonomy needs of competence and attachment. Generation Z favors collaborative and high-tech flexible work environments. These characteristics influence the relationship between the three variables. These findings indicate the importance of creating a work environment that enhances the motivation and performance of Generation Z.

## **Conclusion**

Based on the results of the analysis and discussion of research conducted at PT Permodalan Nasional Madani South Jakarta Office regarding the influence of organizational culture and work environment on the performance of Generation Z employees with work motivation as a mediating variable, it can be concluded that employee performance is significantly influenced by organizational culture and work environment. Organizational culture has a positive and significant direct effect on employee performance while the work environment affects employee performance both directly and through the mediating role of work motivation. This research proves the importance of considering organizational culture factors, work environment and work motivation in an effort to improve the performance of Generation Z employees. The results of the study can be used as a basis for predicting and improving employee performance through effective management of organizational culture work environment and work motivation.

To improve the effectiveness of managing Generation Z employees in the future, several things are recommended, such as developing a performance management strategy that is more adaptive and in accordance with the characteristics of Generation Z, including the use of digital technology in performance appraisal. Companies also need to create development programs tailored to the needs and career aspirations of Generation Z with a focus on improving digital competencies and soft skills. It is also important to evaluate and adjust human resource policies to accommodate Generation Z's work preferences such as flexibility in working time, use of technology and continuous learning opportunities. Strengthening motivation and reward systems that are aligned with Generation Z values including recognition of individual contributions and professional growth opportunities can support the achievement of optimal performance.



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