

The Effects of Motivation and the Work Environment on the Job Performance of Generation Z Employees in Parepare City

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Abstract

Employee performance among Generation Z has become an important issue due to their distinct characteristics and work expectations compared to previous generations. This study aims to analyze the influence of motivation and the work environment on the performance of Generation Z employees in Parepare City. The study employed a mixed-methods approach involving 150 respondents selected through purposive sampling. Quantitative data were collected using questionnaires and analyzed through multiple linear regression with the assistance of SPSS, while qualitative data were obtained through interviews to support and enrich the quantitative findings. The results indicate that both motivation and the work environment have a positive and statistically significant effect on employee performance, both partially and simultaneously ($p < 0.001$). The Adjusted R Square value of 0.496 indicates that these two variables explain 49.6% of the variation in the performance of Generation Z employees, while the remaining 50.4% is influenced by other factors outside the research model. These findings highlight that enhancing employee motivation and creating a supportive work environment are essential factors in improving the performance of Generation Z employees in Parepare City.

Keywords

Motivation ; Work Environment ; Employee Performance ; Generation Z .



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INTRODUCTION

The introduction The increasingly dynamic world of work requires organizations to manage their human resources effectively, particularly as Generation Z becomes a growing segment of the workforce. Born approximately between 1997 and 2012, this generation has grown up alongside rapid advancements in digital technology, resulting in distinctive characteristics compared with previous generations, including strong technological adaptability, creativity, and higher workplace expectations. In Parepare City, Generation Z employees are increasingly represented across various business sectors, contributing through innovation and

adaptability. However, organizations need to understand the factors that influence their job performance in order to maintain and enhance organizational productivity.

One of the key factors influencing employee performance is work motivation, which refers to the internal and external drivers that encourage individuals to achieve organizational goals. Employees with high levels of motivation are more likely to demonstrate greater enthusiasm, responsibility, and productivity in carrying out their duties. In addition, the work environment plays a crucial role in supporting employee performance. A comfortable, safe, and conducive work environment can enhance job satisfaction, strengthen social interactions, and improve productivity, whereas an unfavorable work environment may reduce employees' motivation and performance. Therefore, this study aims to examine the effects of motivation and the work environment on the job performance of Generation Z employees in Parepare City.

METHODS

This study employed a mixed-methods approach by sequentially integrating quantitative and qualitative methods to examine the effects of motivation and the work environment on the job performance of Generation Z employees in Parepare City. The quantitative phase involved distributing structured questionnaires to Generation Z employees working across various business sectors to measure their levels of work motivation, perceptions of the work environment, and job performance. The relationships among these variables were analyzed using multiple linear regression. Subsequently, the qualitative phase consisted of in-depth interviews with selected participants to obtain a more comprehensive understanding of their work experiences, motivation, and workplace conditions that influence their job performance.

The study was conducted in Parepare City, South Sulawesi, Indonesia, over a two-month period, covering instrument development, data collection, data analysis, and report preparation. The study population comprised Generation Z employees born between 1997 and 2012. A total of 150 respondents were selected using purposive sampling based on the following inclusion criteria: (1) aged 18–28 years, (2) employed for at least six months, and (3) willing to participate in the study.

The primary research instrument was a structured questionnaire developed based on Herzberg's motivation indicators, Sedarmayanti's work environment indicators, and Mangkunegara's employee performance indicators. Responses were measured using a five-point Likert scale ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

In addition to the questionnaire, observation, documentation, and semi-structured interviews were employed as supporting data collection techniques to enrich the findings and enhance the validity of the study. Quantitative data were analyzed using IBM SPSS Statistics. The analysis included validity and reliability tests of the research instrument, followed by multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination (R^2) to examine the partial and simultaneous effects of motivation and the work environment on the job performance of Generation Z employees in Parepare City.

FINDINGS AND DISCUSSION (Palatino Linotype 12, Space 1.15, Justify)

1. Respondent Characteristics

This study involved 150 respondents who were Generation Z employees working in Parepare City. The respondents were selected using a purposive sampling technique based on the predetermined research criteria.

Table 1. Respondent Characteristics by Gender

Gender	Frequency (n)	Percentage (%)
Male	82	54.7
Female	68	45.3
Total	150	100.0

As shown in Table 1, the majority of respondents were male, accounting for 82 individuals (54.7%), while female respondents totaled 68 individuals (45.3%). These findings indicate that the respondent distribution was slightly dominated by male employees, although the proportion of female respondents was also relatively balanced.

Table 2. Respondent Characteristics by Age

Age	Frequency (n)	Percentage (%)
18–21 years	36	24.0
22–25 years	81	54.0
26–28 years	33	22.0
Total	150	100.0

Table 2 shows that most respondents were between 22 and 25 years of age, representing 81 individuals (54.0%). Respondents aged 18–21 years accounted for 36 individuals (24.0%), while those aged 26–28 years comprised 33 individuals (22.0%). These findings indicate that the majority of respondents were within the productive working-age group of Generation Z.

Table 3. Respondent Characteristics by Educational Attainment

Educational Attainment	Frequency (n)	Percentage (%)
Senior High School/Vocational High School	39	26.0
Diploma	28	18.7

Educational Attainment	Frequency (n)	Percentage (%)
Bachelor's Degree	77	51.3
Postgraduate Degree	6	4.0
Total	150	100.0

As presented in Table 3, the majority of respondents held a bachelor's degree, totaling 77 individuals (51.3%). Respondents with a senior high school or vocational high school education accounted for 39 individuals (26.0%), followed by diploma holders with 28 individuals (18.7%) and postgraduate degree holders with 6 individuals (4.0%). These results suggest that most respondents possessed a relatively high level of educational attainment.

Table 4. Respondent Characteristics by Length of Employment

Length of Employment	Frequency (n)	Percentage (%)
< 1 year	41	27.3
1–3 years	72	48.0
> 3 years	37	24.7
Total	150	100.0

As presented in Table 4, the majority of respondents had been employed for 1–3 years, accounting for 72 individuals (48.0%). Respondents with less than one year of work experience totaled 41 individuals (27.3%), while those with more than three years of work experience comprised 37 individuals (24.7%). These findings indicate that most respondents had sufficient work experience to provide informed responses relevant to the objectives of this study.

Table 5. Respondent Characteristics by Employment Sector

Employment Sector	Frequency (n)	Percentage (%)
Trade	46	30.7
Services	44	29.3
Banking	24	16.0
Government	18	12.0
Others	18	12.0
Total	150	100.0

Table 5 shows that the largest proportion of respondents worked in the trade sector, comprising 46 individuals (30.7%), followed by the services sector with 44 respondents (29.3%), the banking sector with 24 respondents (16.0%), and both the government and other sectors with 18 respondents each (12.0%). These findings indicate that the respondents represented a diverse range of employment sectors, providing a comprehensive overview of the characteristics of Generation Z employees in Parepare City.

2. Validity Test

The validity test was conducted by comparing the calculated correlation coefficient (r -calculated) with the critical value (r -table) at a 5% significance level. With a sample size of 150 respondents, the r -table value was **0.159**. The results indicated that all questionnaire items measuring motivation, the work environment, and job performance had r -calculated values ranging from **0.512 to 0.842**, all of which exceeded the r -table value of **0.159**. Therefore, all measurement items were considered valid and appropriate for use in this study.

3. Reliability Test

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Motivation	0.874	Reliable
Work Environment	0.891	Reliable
Job Performance	0.903	Reliable

As shown in Table 6, the Cronbach's Alpha coefficients for all variables exceeded the recommended threshold of **0.70**, indicating that the research instrument demonstrated satisfactory internal consistency and reliability. Therefore, all measurement scales were considered reliable for subsequent statistical analyses.

4. Multiple Linear Regression Analysis

The data were analyzed using IBM SPSS Statistics, resulting in the following multiple linear regression equation:

$$(Y=4.321+0.387X_1+0.465X_2)$$

Where:

Y = Job Performance

X_1 = Motivation

X_2 = Work Environment

The regression equation indicates that both motivation and the work environment have positive effects on the job performance of Generation Z employees. The regression coefficient for motivation ($\beta = 0.387$) suggests that a one-unit increase in motivation is associated with a 0.387-unit increase in job performance, assuming all other variables remain constant. Likewise, the regression coefficient for the work environment ($\beta = 0.465$) indicates that a one-unit improvement in the work environment is associated with a 0.465-unit increase in job performance, holding other variables constant.

5. Results of the t-Test (Partial Test)

Table 7. Results of the t-Test

Variable	B	t-value	Sig.
Motivation (X_1)	0.387	5.284	0.000

Variable	B	t-value	Sig.
Work Environment (X_2)	0.465	6.718	0.000

The critical t -value at $\alpha = 0.05$ with 147 degrees of freedom (df) was 1.976.

Hypothesis H_1 : The results indicate that the motivation variable produced a t -value of 5.284 with a significance level of 0.000. Since the calculated t -value exceeded the critical t -value ($5.284 > 1.976$) and the significance level was below 0.05, H_1 was supported. Therefore, motivation has a positive and statistically significant effect on the job performance of Generation Z employees in Parepare City.

Hypothesis H_2 : The work environment variable yielded a t -value of 6.718 with a significance level of 0.000. As the calculated t -value was greater than the critical t -value ($6.718 > 1.976$) and the significance level was below 0.05, H_2 was supported. These findings indicate that the work environment has a positive and statistically significant effect on the job performance of Generation Z employees in Parepare City.

6. Results of the F-Test (Simultaneous Test)

Table 8. ANOVA Results

Model	F-value	Sig.
Regression	74.526	0.000

The critical F -value at $\alpha = 0.05$ was 3.06.

The simultaneous test produced an F -value of 74.526 with a significance level of 0.000. Since the calculated F -value was substantially higher than the critical F -value ($74.526 > 3.06$) and the significance level was below 0.05, H_3 was supported. These results demonstrate that motivation and the work environment jointly have a positive and statistically significant effect on the job performance of Generation Z employees in Parepare City.

7. Coefficient of Determination (R^2)

Table 9. Model Summary

R	R Square	Adjusted R Square
0.709	0.503	0.496

The Adjusted R Square value of 0.496 indicates that 49.6% of the variance in the job performance of Generation Z employees can be explained by the independent variables, namely motivation and the work environment. The remaining 50.4% of the variance is attributable to other factors not included in the present study, such as job satisfaction, compensation, leadership style, work-life balance, organizational culture, and other individual-related factors.

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