The Significant Impact of Workplace Environment on Gen Z Performance in Indonesia

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Abstract: Generation Z is currently entering the workforce, and the representation of Gen Z employees is continuously growing in various companies. Individual performance has a direct influence on the success of organizations or companies. Therefore, understanding and addressing the needs of employees, particularly those from Generation Z, have become essential in organizational management. This research aims to analyze the role of the workplace environment in influencing the performance of Generation Z employees. In reality, Generation Z encounters challenges in interpersonal skills. Information technology has also altered the attitudes and behaviors of Generation Z. Despite being intelligent, they may lack maturity at times. They tend to be individualistic and pragmatic, living in a digital era where everything is fast-paced and easily accessible. Hence, this study aims to analyze The Significant Impact of Workplace Environment on Gen Z Performance. This research adopts a quantitative approach, with 100 respondents from Generation Z located in Jakarta. Data collection is conducted through questionnaires, utilizing a non-probability sampling technique. The analysis method employed is Partial Least Squares (PLS), using the SmartPLS 4.0 application. The significance of the findings in this study lies in the fact that among the variables under investigation, the workplace environment is the only factor that significantly influences the performance of Generation Z employees. Meanwhile, the other two variables, workload and job stress, exhibit negative effects on performance, though these effects are not statistically significant. A conducive workplace environment is identified as a key factor in enhancing the performance of Generation Z employees.

Keywords: Workplace environment, generation z, performance

1. Introduction

Performance refers to how an individual performs his or her duties optimally. Individuals who have a strong commitment to their organization, will produce positive performance. Individuals who have a commitment to their organization, it turns out that they also have an entrepreneurial spirit. Individuals who have a commitment to their organization will also be more innovative in their work (Iqbal et al., 2021; Salehi et al., 2023).

Intrinsic rewards will motivate employees. Employees with high motivation will give good performance. Appreciation is intrinsically one in the form of a good work environment. (Manzoor et al., 2021).

High-performance individuals will be easier to adapt to environmental changes including the work environment. High-performing individuals, generally prepared in the face of change. (Alqudah et al., 2022). One of them is during the covid pandemic, where there was a change in work from offline to online. (Rasdi et al., 2021).

Individual performance has a direct influence on the success of the organization. The use of artificial intelligence will help individuals in the organization to produce high performance. The use of artificial intelligence in an organization will also result in much greater performance. (Tong et al., 2021). Management that pays attention to the importance of using artificial intelligence will give a positive perception to employees, especially generation z. (Daraba et al., 2021).

The orientation and training that the company provides to its employees can increase the work capacity of employees. Increased work capacity will lead to increased employee performance. (Saleem, Malik, Qureshi, et al., 2021; Shen et al., 2023). A good work environment will improve employee performance. This will be more optimal, if supported by a positive employee work attitude. (Meijerink et al., 2021). In addition to orientation and training, coaching methods will also provide a positive work environment. A positive work environment will improve employee performance. (Screwdriver et al., 2021).

Employee performance can increase employee competitiveness. Therefore, performance is one of the variables that must always be evaluated periodically, can increase the competitiveness of the organization. The use of artificial intelligence in evaluating employee performance will make it easier for companies to get results. (Tong et al., 2021).

Transformational leaders will drive employee performance. Transformational leaders can usually make the work environment more comfortable. A comfortable work environment, in addition to improving employee performance, can also reduce employee turnover rates. (Yücel, 2021). Therefore, the importance of human resource planning, so that the company can have a transformational leader. (Irshad et al., 2021).

Some variables that affect employee performance are work environment, workload and work stress. External factors can affect work stress (Zhu &; Li, 2021). External factors that affect work stress include: lifestyle and family problems. Meanwhile, internal factors that can affect work stress are workload and work environment that is not conducive. (P. Kumar et al., 2021). Working conditions and working relationships between employees indirectly have a role in reducing negative behavior. Working conditions and working relationships between employees, including with superiors and subordinates, can increase job satisfaction. Increased job satisfaction can result in good employee performance as well. (Nemteanu &; Dabija, 2021). Internal and external factors can affect the performance of employees and the company. (Tønnessen et al., 2021).

A good work environment will affect the performance of the organization. (H. Wang et al., 2021). A good work culture can reduce work stress. A good work culture can also improve employee performance. (Saleem, Malik, &; Qureshi, 2021). One of the studies at the Ministry of PUPR of the Republic of Indonesia shows a positive influence between work culture and employee performance. A good work culture will encourage employees to be able to use work time productively. A good work culture also makes employees work effectively and efficiently. The role of superiors as role models is also quite significant in influencing the behavior of subordinates. (Virgiawan et al., 2021).

Workload affects employee performance. (Petrou & Xanthopoulou, 2021). Workload, work security and work safety will affect employee performance. (Y. M. Wang et al., 2021). The work environment has a direct and significant influence on work motivation. The work environment also has a direct and significant influence on employee performance. (Zacharias et al., 2021). A bad work environment will affect employee engagement. A bad work environment will also affect feelings and attitudes of negating between employees. If an employee works in a bad environment, then there is a tendency for the employee to spread something negative about his other co-workers. A poor work environment includes harassment, intimidation, and exclusion. These can all lead to job burnout, job stress, depression, and anxiety among employees. Good compensation will affect employee behavior at work. Good behavior will encourage employees to be actively and positively involved in their work environment. Therefore, it needs support from the company both in terms of realizing a good work environment, and in terms of employee compensation. If these two things can be realized, then active and positive involvement from employees will be high. This will certainly affect employee performance. This will also create a sense of ownership of the company where the employee works. (Rasool et al., 2021).

The work environment will affect employee performance. Companies need to make a good work plan in order to create a sustainable work atmosphere. One of them is by implementing a corporate social responsibility program. This program can involve all existing employees (Rasool et al., 2021). The working environment and atmosphere during and after the covid pandemic has undergone many changes. The way online works today has become a common thing found in many companies. (Chafi et al., 2022). How to work by involving technology certainly also triggers the level of work pressure. Female workers have higher levels of work pressure, especially related to the work environment (Gabr et al., 2021). Online work patterns certainly require physical balance. Physical activity such as sports needs to be a new life habit to stay comfortable when working online. (Argus &; Pääsuke, 2021). Online work patterns require new working conditions and conditions. Companies need to be adaptive in the face of these changes. (Petrie et al., 2022).

Generation Z is now starting to dominate the population in Indonesia. The complexity of the environment faced by generation Z affects their attitudes and behaviors. (Zhou, 2021). The attitudes and behaviors of generation Z are certainly also interesting things to learn, especially with regard to their performance. (Ali et al., 2022). A work environment that suits generation Z will certainly support the performance of generation Z in the workplace. (V. Kumar et al., 2021).

The younger generation, including generation Z, needs to learn a lot and adapt to their work environment. The more often he learns, the more he learns, the more he knows, and his insight. Similarly, the easier it is to adapt to the work environment, it will affect its performance. (Yoopetch et al., 2021). Rapid environmental changes require a high level of adaptation so that we can always keep up with the times. (Ramdhan et al., 2022). Effective work evaluation becomes very important. In addition to measuring performance, it is also to find out what factors can affect employee performance, especially generation Z employees. (Stirpe et al., 2022).

Generation Z has their own way of doing the work they are given. Generation Z tends to be weak when it comes to mental resilience. They grew up in an instantaneous environment. In reality they have not yet reached an established position in their work. So their dependence on their parents is still quite

high. On the one hand, there is their desire to live a stable life in a relatively short time. (Hysa et al., 2021).

Generation Z is currently aged between 11–23 years (Alae-Carew et al., 2022). Generation Z is also less concerned about environmental issues. They often forget to turn off the lights when leaving the room. They also have a tendency to be reluctant to use public transportation as a means of transportation (Parzonko et al., 2021). However, they also have a very positive thing, namely a high desire to know new things. They also really enjoy the experience of new experiences. (Windasari et al., 2022).

Internet facilities and supporting technology in the workplace are one of the factors that concern generation Z. In fact, not all companies can facilitate this according to their needs and desires. It causes them discomfort and ultimately affects their performance. (Kuzior et al., 2022). The most common problems experienced by Generation Z in the workplace are related to ethics, culture, interpersonal relationships and personal issues (Kuzior et al., 2022). They can resign without following the rules that apply in office. They consider that ethical issues are not the most important to them (Kuzior et al., 2022).

Generation Z spends more time on mobile Internet and less time accessing Internet services using desktop computers (Kuzior et al., 2022). The ease of access obtained by generation Z, causes them to have a tendency to want to be easy in achieving something. Information overload from social media also makes generation Z have desires that exceed their needs. (Liu et al., 2021). There needs to be special training for generation Z, especially those related to mental endurance, interpersonal and those concerning attitudes so that they can contribute well in their work environment. These trainings must be carried out early. (Ang et al., 2022).

The company will certainly provide a higher salary for experienced employees. Generation Z with relatively less experience, must be able to build their brand image. A good brand image will be a separate consideration for the company. (Samoliuk et al., 2022).

This research is important especially for generation Z, because they are now starting to enter the world of work. Generation Z also has a higher level of education compared to previous generations. Generation Z will be the dominant factor in the world of work. The positive thing about generation Z is that they have diverse information, and this makes generation Z also more open to differences. (Pichler et al., 2021).

But in reality generation Z has problems with interpersonal skills. (Kymäläinen et al., 2021). Information technology has also changed the attitudes and behaviors of generation Z. They are intelligent but immature in time. They also tend to be individualistic and pragmatic. They live in a digital age that makes everything fast and easy. (López Vidales &; Rubio, 2021). Therefore, this research aims to analyze The Significant Impact of Workplace Environment on Gen Z Performance.

2.   Research Methodology

2.1.   Research Design

The research design serves as the plan and structure for the study, formulated with the aim of addressing research questions. Planning provides a comprehensive overview outlining the framework of the research, including major steps about what the research will entail, starting from the formulation of hypotheses to the development of hypotheses and operational implementation.

According to Cooper and Schindler (2014, p. 126), it encompasses the overall depiction of the research workflow.

This study employs a quantitative approach, utilizing references from journals that are subsequently analyzed and interpreted. The chosen method is quantitative, as per Bauer et al. (2021).

2.2. Population

In studying the population, the research focuses on variables to be investigated. The term "variable" originates from the fact that certain characteristics can vary among objects in a population (Priadana & Sunarsi, 2021, p. 91). The number of respondents selected is 100 Generation Z individuals located in Jakarta. The statements in the questionnaire provided to respondents aim to evaluate (Harries et al., 2021).

2.3. Instrument

The data collection tool used in this study is through a questionnaire. This questionnaire will be distributed to respondents to gather preliminary data (Priadana & Sunarsi, 2021, p. 192).

2.4. Procedure

The sampling method employed in this study is non-probability sampling (Priadana & Sunarsi, 2021, pp. 163-164). There is no simple method available for analyzing quantitative research (X. Zhang et al., 2021). Data collection techniques were carried out using a questionnaire, which was tailored to the specific issues being investigated (L. Zhang et al., 2021). The analysis technique utilized in this study is Partial Least Squares (PLS) analysis, implemented using SmartPLS 4.0 software.

3. Result

Based on Figure 1, it shows that respodent with 18-20 years old has a total of 41% or 41 people, respondent with 21-23 years old has a total of 21% or 21 people, and respodent with 24-26 years old has a total of 38% or 38 people. It can be concluded that most of the respondent age is 18 – 20 years old.

Figure 1

Description of Respondent's Age
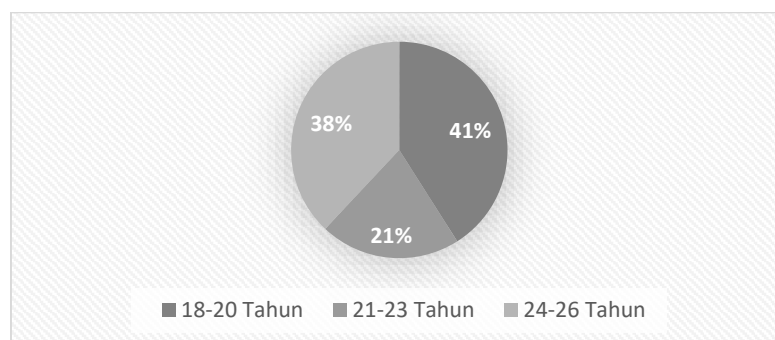
Source : data processed 2023

Based on Table 1., it can be seen that the idicator of all constructs is expressed *valild* because the value of *factor loadilng* > 0.50 and AVEl > 0.50. In fact, all constructs are expressed as reliable because they include *Cronbach's Alpha* > 0.70 and > 0.70. By so, it can be concluded that the data is valid obtained from a reliable instrument.

Table 1

Goodness Of Data Validity and Reliability Test Results Goodness Of Data Validity and Reliability Test Results

Construct	AVE	Cronbach's Alpha	Information	Composite Reliability	Information
Workload	0.761	0.938	Valid	0.977	Reliable
Work Environment	0.542	0.894	Valid	0.907	Reliable
Work Stress	0.798	0.958	Valid	0.976	Reliable
Employee Performance	0.599	0.90.	Valid	0.917	Reliable

Source : data processed 2023

Based on table 2, obtained the value of *R Squarel* by 0.429, This mean 42.9% of variation or employee performance's changes influenced by Workforce, Work Environment and Workforce, while 57.1% of the results are explained by other factors. It can still be said that the *R Square* in the Employee Performance variable is the average because it is in the range of 0.33% - 0.67%.
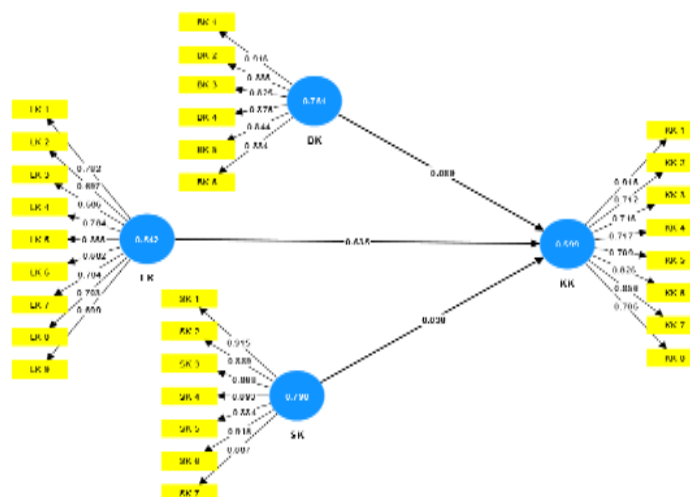
Table 2.

R Square & R Square Adjusted

Variable	R Square	R Square adjusted
Employee Performance	0.429	0.412

Source : data processed 2023

Based on Figure 2, It can be concluded that each indicator of all constructs has a nil factor loading > 0.50 and AVEI > 0.50. This means that each indicator does not fulfill the conditions for market validity

Figure 2

Outer Model

The significance of the prediction model in testing the structural model can be seen from the P-Value value. If the P-Value value is smaller than 0.05 or 5%, it means the relationship has a significant influence, and if the P-Value value is greater than 0.05 or 5%, it means it is not significant. It can be seen from the Original Sample that if the original sample value is positive then the direction of influence is positive. Meanwhile, if the Original Sample value is negative then the direction of the influence is negative. (Duryadi, 2021, p. 63). Therefore, from Table 3, only work environment variables have a positive and significant influence on employee performance.

Table 3

Bootstrapping Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (\O/STEDEV\)	P values
BK → KK	-0.089	-0.101	0.141	0.630	0.528
LK → KK	0.635	0.641	0.068	9.306	0.000
SK → KK	-0.036	-0.038	0.143	0.249	0.804

Source : data processed 2023

4. Discussion

Workload significantly influences employees both positively and negatively (Table 3). An increase in workload tends to decrease employee performance, although this impact is not significant. Conversely, reducing workload improves employee performance. It is crucial for companies to carefully measure the workload assigned to their employees. When the workload is proportionate, the company tends to achieve good employee performance. Workloads are usually assigned to employees in the form of targets that they must achieve. When these workloads are balanced, employee performance improves (Xi et al., 2023). Employees should be given workloads that align with their capabilities.

In addition to workload, employee performance is also mediated by job-related stress (Charoensukmongkol, 2022). Employee performance declines when excessive workload is imposed. Performance further decreases if employees are under stress in their workplace. This can be mitigated if the company provides a conducive working environment. It is essential for company leaders to pay attention to the workload assigned to their employees to ensure optimal performance.

Work stress also negatively influences employee performance (Table 3). Similar to workload, if job-related stress increases, employee performance decreases. Conversely, decreasing stress improves employee performance, though the impact is not significant.

Every type of job comes with consequences for the individuals performing it (Adamovic, 2022). The severity of these consequences depends on the nature of the job. The characteristics and type of job significantly impact the psychological conditions of an employee. This impact arises when there is an imbalance between the physical and mental burdens on the employee. This imbalance results in job stress and can turn positive behavior into negative (Babapour et al., 2022). Companies must provide jobs that match their employees' skills and consider their physical and mental conditions. Neglecting these aspects can trigger job stress in employees.

Work environment is the only variable showing a positive and significant relationship with employee performance (Table 3). A conducive work environment influences employees' enthusiasm and enhances their performance (Chafi et al., 2022). Company management should consider the work environment for its employees, as a good work environment positively affects employee performance (Song et al., 2020).

Recent significant political, economic, and social changes have greatly influenced the attitudes and behaviors of Generation Z (Kamenidou et al., 2020). Generations Y and Z emphasize the importance of openness to change, and leaders play a crucial role in creating this openness (Črešnar & Nedelko, 2020). Therefore, a supportive work environment influences the performance of Generation Z positively, while an unsupportive environment negatively affects their performance.

Generation Z pays attention to a green environment (Lee, 2020), and they desire a comfortable work atmosphere. A comfortable environment, including a green one, enhances their performance. Generation Z (70%) prefers real-time services (Abu Daqar et al., 2020).

Learning processes, employee knowledge, and employee satisfaction are factors influencing employee performance (Yoopetch et al., 2021). Drastic environmental changes require employee knowledge development to support their performance (Ramdhan et al., 2022).

Generation Z has its own way of approaching assigned tasks. They tend to have lower mental resilience and are open to new things in the world. They enjoy new experiences and are uncomfortable in monotonous conditions. They need variety, including in their work environment. Company leaders need to be creative and innovative in creating a conducive work environment. A comfortable atmosphere will influence the performance of Generation Z. The availability of internet facilities and the implementation of information technology will enhance the comfort of Generation Z. A comfortable atmosphere will affect the performance of Generation Z.

Generation Z has different attitudes and perspectives from previous generations. They are less involved in pro-environmental behavior compared to older age groups. Their pro-environmental actions mainly include turning off lights when leaving a room and choosing public transportation as their basic means of transportation (Parzonko et al., 2021). The research results show that all variables except curiosity and sales promotion significantly impact the intention to use digital banking alone. Creating an engaging and simple digital banking interface is crucial to support a user-friendly experience for customers (Windasari et al., 2022).

Excessive information through social media negatively impacts Generation Z (Liu et al., 2021). Not all information is needed by Generation Z. Much of the information that should not reach them enters their minds. This undoubtedly affects their mental development. Therefore, there is a need for training and balancing activities for Generation Z (Ang et al., 2022).

5.　Conclusion

The work environment is the only variable that has a significant influence on the performance of Gen Z employees. Meanwhile, two other variables, namely workload and work stress, have a negative but not significant influence on the performance of Gen Z employees. A conducive work environment will improve the performance of Gen Z employees. Companies need to adapt to changes that take place quickly in order to provide a work environment that suits the wishes of employees Gen Z. Optimization of the use of technology in business processes is

a must. This is necessary, because Gen Z employees rely heavily on information technology in carrying out work activities.

Trainings related to soft skills need to be held frequently for Gen Z employees to be mentally stronger in dealing with company pressures and dynamics. The life process of Gen Z which is easy and instant makes them mentally vulnerable to pressure. They also tend to be impatient in following the existing process, one of which is in terms of career path and remuneration.

Based on this research, the obtained R Square value is 0.429. This means that 42.9% of the variation or changes in Employee Performance are influenced by Workload, Work Environment, and Work Stress, while the remaining 57.1% is explained by other variables. Therefore, further research needs to include other variables besides these three mentioned above. To gain a deeper understanding, subsequent research could also use a mixed-methods approach to obtain more in-depth information about the needs of Generation.

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