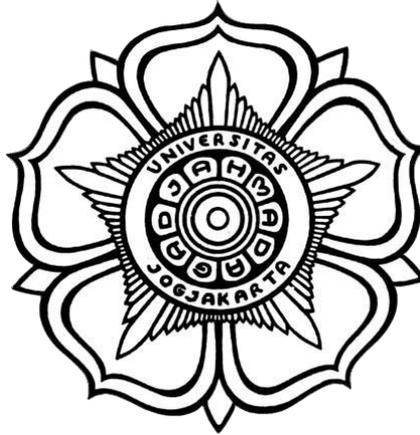


**THE INFLUENCE OF WORK MOTIVATION OF GENERATION Z ON
PERFORMANCE WITH ORGANIZATIONAL CLIMATE AND
DIGITAL LEADERSHIP AS MODERATORS:
STUDY AT PT. PERMATA BANK, Tbk**



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To

FACULTY OF ECONOMICS AND BUSINESS

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Pengaruh Motivasi Kerja Generasi Z Terhadap Kinerja Dengan Iklim Organisasi Dan Kepemimpinan Digital

Sebagai Pemoderasi : Studi Pada PT. Bank Permata, Tbk

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SUMMARY

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ABSTRACT

THE INFLUENCE OF WORK MOTIVATION OF GENERATION Z ON PERFORMANCE WITH ORGANIZATIONAL CLIMATE AND DIGITAL LEADERSHIP AS MODERATORS: STUDY AT PT. PERMATA BANK, Tbk

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Generation Z, the generation born between 1995 to 2010, has skills in using technology and utilizing information that contribute to shaping their perspectives, values, and life aspirations. This makes this generation has unique characteristics and approaches to work, making it a challenge in human resource management. This challenge is also faced by one of the largest bankings in Indonesia, *i.e.*, PT Bank Permata Tbk, where 46% of PermataBank employees consist of generation Z.

This research aims to analyze the positive influence of work motivation on the performance of generation Z employees and analyze the moderating role of organizational climate and digital leadership in the positive influence of work motivation on the performance of generation Z at PermataBank. The research design employed a quantitative approach, where questionnaires with a Likert scale were distributed to generation Z employees. The respondents were further selected according to the selection criteria. The research sample consisted of 122 employees and the data obtained was analyzed using descriptive statistics. Hypothesis testing was carried out using PLS-SEM.

The research results showed that motivation had a positive and significant effect on the performance of generation Z employees at PermataBank. On the other hand, digital leadership and organizational climate did not moderate the positive influence of work motivation on the performance of generation Z employees at PermataBank. This research further enriches the study of generation Z in the work environment, which is currently still limited. The results of this research can also be used as a basis for developing company policies related to motivation, organizational climate and digital leadership that support the performance of generation Z.

Keywords: motivation, performance, digital leadership, organizational climate, generation Z, PermataBank

I. INTRODUCTION

1.1. Background

Generation Z is a group of individuals who grow up in an era where technology, social media, and the internet have become an integral part of everyday life. They want success, prefer simple, practical, instant things, are very confident, realistic, tolerant, want recognition, and respect differences. Generation Z is very different from previous generations in several ways. They are flexible, responsive to challenges, like to collaborate in doing work, like freedom, and are motivated by achievements (Ozkan & Solmaz, 2015). As a consequence, companies need to manage resources in accordance to generation Z to ensure the company's sustainability.

The impact of generation Z entering the workplace is also experienced by PT Bank Permata Tbk (PermataBank). This bank is a general banking institution that ranks among the ten largest banks in Indonesia in terms of assets. Referring to the 2022 Annual Report, the number of PermataBank employees in 2022 was recorded at 7,876 people spread across Indonesia. Of this number, generation Z employees constitute the largest employee composition.

Human resources (HR) are a key element for companies because the success of a company is closely related to its workforce. Every company has views, missions, and goals that it wants to achieve, and a good quality workforce is needed to realize these goals. Productive employee performance will support the organization in creating maximum and high-quality results or output.

Accommodating and understanding the motivations of generation Z is an important aspect of modern HR management so that organizations can utilize the full potential of this generation. This is in line with the statement from Putra and Sudibya (2019), which conveys that motivation is an important factor that management must pay attention to if they want every employee to contribute positively to achieving company goals. Another important factor related to motivation and influencing achievement is the work environment. Every employee has different needs and expectations for what they consider to be an ideal work environment. A positive organizational climate, characterized by support, recognition, and effective communication, tends to increase employee work motivation. Organizational climate provides a general picture of the working atmosphere in a company, which shapes the feelings and hopes of all employees so that employee performance increases (Wirawan, 2007).

Apart from high work motivation and a conducive organizational climate, leadership factors in a company or organization are critical to pay attention to as an encouragement for someone to work better. Digital leadership is defined as a leadership approach that combines elements of a transformational leadership style with the application of digital technology (De Waal *et al.*, 2016). According to Sow and Aborbie (2018), digital leaders effectively direct digital transformation by integrating various leadership styles, including transformational and transactional, to provide strategic and competitive advantages. Generation Z employees also want leaders who have a digital mindset and are skilled at using digital tools to facilitate communication, collaboration, and decision-making so that they have more in common with those who have ideas for digitizing a process.

1.2. Research Purposes

The research purposes are as follows:

1. To analyze the positive influence of work motivation on the performance of generation Z at PermataBank.
2. To analyze the moderating role of organizational climate in the positive influence of work motivation on generation Z performance at PermataBank.
3. To analyze the moderating role of digital leadership in the positive influence of work motivation on generation Z performance at PermataBank.

II. LITERATURE REVIEW

2.1 Work Motivation and Performance

Motivation is defined as the encouragement of employees to do their work correctly and well. The stronger the motivation of an employee, the stronger they will carry out their duties well. On the other hand, employee performance is the employee's work achievements according to the standards set by the organization in order to realize organizational goals (Liao *et al.*, 2022). Good work behavior, as reflected in employee initiative when working in teams or working independently, will improve employee performance.

Research by Samuel and Tricahyadinata (2020) reports that motivation has a positive and significant effect on employee performance. A similar phenomenon can also be observed in the performance of generation Z, who work in the field of electronic commerce (e-commerce) (Prasetyaningtyas *et al.*, 2022). In this study, motivation has a positive and

significant influence on the performance of generation Z. To attract, motivate, and retain young employees, the abilities, values, and perspectives of generation Z must be utilized and turned into opportunities (Racolța-Paina & Irini, 2021). Strong motivation will enable the employees to achieve good quality results from their work (Samuel & Tricahyadinata, 2020). In other words, the more motivated Generation Z employees are to complete their work, the higher their performance will be. Therefore, this research formulates the following hypothesis:

H1: Motivation has a positive and significant effect on the performance of generation Z employees

2.2. Organizational Climate

Organizational climate is a characteristic of an organization where each member can interact, showing patterns of attitudes, behavior, and feelings. This organizational climate influences the behavior of individuals within the organization, so it will influence the overall performance of the organization. Generation Z at PermataBank stated that organizational climate is one of the factors that determines a company's performance well, with an emphasis on creating a pleasant and positive work atmosphere. A pleasant and positive work atmosphere enables them to carry out complex work. This indicates that organizational climate can be a factor influencing the relationship between motivation and employee performance.

The relationship between organizational climate, work motivation, and employee performance has been examined in recent years. Research conducted by Winarto and Mindarti (2014) in a vocational school environment shows that organizational climate moderates the influence of motivation on teacher performance. This moderating effect can be seen from the management's inability to create a conducive organizational climate, leading to decreased work motivation. Reduced work motivation ultimately reduces the performance of teachers in the vocational school. A conducive organizational climate created by the desire of the majority of employees to continue to progress and the distribution of bonuses has an impact on increasing performance efforts made by motivated employees. Based on this explanation, the following hypothesis is formulated:

H2: Organizational climate moderates the positive influence of work motivation on generation Z performance

2.3. Digital leadership

Digital leadership is defined as a leader who is able to integrate the abilities of leaders with digital technology so that they are able to provide added value to the organization (Rudito

(Lubis *et al.*, 2020). Digital leadership encourages employees to innovate and not be afraid to make changes. Digital leaders who can respond to changes relatively quickly will be able to answer challenges related to work motivation (Lubis *et al.*, 2020).

Generation Z PermataBankers expect leaders who are open, can be role models, are fair, firm, and have expertise in using digital technology. They also stated that superiors with digital leadership would support their performance, especially since they had ideas regarding digitalization in a process.

Several previous studies have shown the relationship between leadership, motivation and, employee performance (Andrias, 2022; Wahyuanto & Marwan, 2023). Specifically, leaders who demonstrate effective digital leadership behaviors such as leveraging technology, encouraging digital collaboration, and developing a digital culture tend to have motivated and engaged employees. This increase in work motivation will encourage employee performance to contribute better to achieving organizational goals. The relationship between work motivation and employee performance will become stronger with digital leadership that supports the relationship between the two. Based on the explanation above, the following hypothesis is formulated:

H3: Digital leadership moderates the positive influence of work motivation on generation Z performance

III. RESEARCH METHODS AND COMPANY PROFILE

3.1. Data Collection Methods

1. Primary data for this research was taken using a questionnaire with a Likert scale. The questionnaire was distributed to generation Z employees for further selection according to predetermined criteria.
2. Secondary data used in this research was relevant research data and documents or books and other sources that support the research.

3.2. Data Analysis Method

The data that has been obtained was analyzed using descriptive analysis and Structural Equation Model (SEM) using the Partial Least Square (PLS), an approach that is known as PLS-SEM. Descriptive analysis was carried out using Excel and PLS-SEM analysis was carried out using SmartPLS.

3.3. Company profile

PT Bank Permata Tbk, or PermataBank, is one of the top ten largest banks in Indonesia based on assets. PermataBank offers a variety of banking products and services aimed at helping people and companies achieve prosperity and business growth. PermataBank has a vision of "*To be the bank of choice by continuing to foster partnerships and create meaningful value for stakeholders*".

PermataBank realizes the importance of human resources for the company's progress as one of the key elements in implementing policies and strategies. The determination of policies and direction for HR development at PermataBank is based on the development of an organizational culture that enables the achievement of customer satisfaction and the achievement of common goals through collaboration. PermataBankers' work motivation is always maintained through the creation of a comfortable and conducive organizational climate, leaders who can be role models, a remuneration system according to work achievements and employee development programs, while the characteristics of digital leadership at PermataBank can be seen from the digital innovation implemented both in terms of service, operations, PermataBankers development, and openness to ideas. Leaders are also expected to create a conducive work environment so that they can increase employee productivity and performance (PermataBank, 2023).

IV. RESEARCH RESULTS AND DISCUSSION

The number of questionnaires that met the requirements was 122 questionnaires. The characteristics of respondents based on gender show that respondents in this study were dominated by women (53.3%) compared to male respondents (46.7%). In terms of working duration, the respondents with the highest percentage were respondents with a length of service of 2 – 5 years, namely 37.7%, while respondents with the lowest percentage were respondents with a length of service > 10 – 15 years, namely 4.1%. The characteristics of respondents according to their last level of education were dominated by undergraduate education level at 92.6%. High/vocational, D3, and Master's education levels were recorded at 0.8%, 4.1%, and 2.5% respectively. Most employees have interacted with their supervisors for 1 – < 2 years and 2 – 5 years, with a respective percentage of 40.2%. The smallest percentage of interaction time with supervisors was 1.6% for respondents with interaction time of > 10 – 15 years. For the characteristics of monthly income, it was dominated by employees with a monthly salary range of > Rp. 5 million – Rp. 10 million by 36.9%, followed by employees with a salary range >

Rp. 10 million – Rp. 15 million by 31.1%. The lowest percentage for the salary range is 7.4% for employees with a salary range > Rp. 15 million – Rp. 20 million.

The research instrument was tested for its validity and reliability. The validity test was evaluated using convergent and discriminant validity tests. The convergent validity test is carried out to measure the extent to which the scores on one scale are related to the scores on other scales designed to evaluate the same construct (Schindler, 2019). The test results showed that there were two invalid indicators for the work motivation variable, namely MK1 and MK4, which had loading factors of 0.613 and 0.233, respectively. This value was smaller than the loading factor limit of 0.7. Even though the AVE values for MK 1 and MK 4 met the standard (0.827), the loading factor values for both were invalid. Therefore, these two indicators were removed, and the rest of the indicators were retested. After retesting, all indicators in the research instrument were valid because the loading factor values were > 0.7 with AVE of > 0.50.

Next, a discriminant validity test was carried out to determine the extent of the differences between a research-based construct and other constructs in the structural model using the AVE² value and HTMT ratio. All variables in this study had an AVE value of > 0.5, indicating that this study passed the discriminant validity test. In this study, conceptually different constructs were applied so that the HTMT threshold value set was < 0.85 (Hair *et al.*, 2019). The values for all research variables were in the range of 0.801–0.826, demonstrating that they met the HTMT threshold value. Therefore, based on the HTMT ratio, the research instrument fulfilled the discriminant validity.

The results of the reliability test showed that the composite reliability (CR) value was > 0.7 and *Cronbach's alpha* was > 0.60 for all constructs. Thus, it can be concluded that all constructs have good reliability.

Descriptive analysis of the questionnaire results indicated that the average values of respondents' perceptions of work motivation, performance, organizational climate, and digital leadership were in the range of 3.41 – 4.20, which fell into the good category. This shows that these four variables can still be improved so that they can reach the very good category. Management needs to pay attention to this improvement by creating policies that can increase employee perceptions of work motivation, performance, organizational climate, and digital leadership.

The coefficient of determination is useful for measuring variation in each endogenous construct and shows a measure of the model's predictive accuracy, while cross-validated redundancy is useful in explaining exogenous latent constructs that have predictive relevance

for endogenous latent constructs. The coefficient of determination is grouped as follows: (a) $R^2 = 0.19 - 0.33$ is in the low influence category, (b) $R^2 = 0.34 - 0.67$ is in the moderate influence category, and (c) $R^2 = > 0.67$ is in the strong influence category (Chin, 1998). Based on this categorization, the organizational climate and performance variables showed a strong influence with values of 71.2% and 82.6%, respectively. The influence of the digital leadership variable was at a moderate value with a value of 58.1%. The Q^2 values of the three variables were greater than 0.5, meaning that the three variables had high prediction accuracy (Hair *et al.*, 2019).

Next, GoF measurements were carried out to validate the model comprehensively. The GoF value for this study was 0.765, which fell into the large fit model (Hair *et al.*, 2019). Therefore, this research model could advance to the next analysis stage.

Before testing the first, second and third hypotheses, data transformation was carried out using mean centering. This stage was carried out to avoid problems that arise and easily interpret the coefficients (Cohen *et al.*, 2013). Path coefficients and t-statistic values were obtained using the bootstrapping approach in Smart PLS. The requirements of $t\text{-count} > t\text{-table} = 1.96$ and $p\text{-value} < 0.05$ indicates that the model variables have a strong positive influence.

The t-statistical path coefficient test results for H1 had a value of 2.975 ($>$ from t-table (1.96)) and a $p\text{-value}$ of 0.003 ($p\text{-value} < 0.05$). The standard deviation for H1 was small, namely 0.079. The H1 path coefficient value was 0.234. Considering that this number is positive and has a value of more than 0.1, this value shows that motivation has a positive effect on the performance of generation Z employees.

There are several previous studies that found similar results (Çetin & Askun, 2018; Deng, 2020; Hustia, 2020; Prasetyaningtyas *et al.*, 2022). Hustia (2020) conducted research showing that employee performance was significantly influenced by work motivation. A company can meet the five needs of employees—which relate to employee motivation—by paying attention to simple aspects, such as providing a safe and comfortable workplace, working hours, and maintaining effective communication. Research in Turkey also shows that intrinsic motivation has a significant influence on performance (Çetin & Askun, 2018). The influence of motivation on the performance of generation Z has also been studied within the scope of e-commerce (Prasetyaningtyas *et al.*, 2022). In this research, motivation was reported to have a positive and significant influence on the performance of generation Z. The relationship between motivation and performance is also strengthened by the findings of Deng (2020) who reported that motivation must be a priority for management and personnel so that

employees, including generation Y and Z employees, have higher work motivation. As the result, employees performance becomes better.

The t-statistical path coefficient test result for H2 had a value of 0.633 ($< t$ -table (1.96)) and a p -value of 0.527 (p -value > 0.05). The standard deviation for H2 was relatively high, namely 0.112. The path coefficient value (β) was -0.071. A path coefficient value that is negative and less than 0.1 indicates a weak relationship. The results of this analysis show that organizational climate does not moderate the positive influence of work motivation on the performance of generation Z employees.

The failure of an organization largely depends on the quality of its human resources. Employee performance achievements depend on several factors, including individual characteristics and company culture. A supportive organizational climate enables optimal management of company's needs to create an environment conducive to achieving company goals through employee performance. This determines the achievement of company goals as shown by the weak correlation found between organizational climate and employee performance. Several studies are in line with this, such as research conducted by Jufrizen *et al.* (2020) and Dalimunthe and Akrim (2021).

Although organizational climate theoretically moderates the influence of work motivation on the performance of generation Z employees, the results of this study show contradictory findings. This research found that organizational climate cannot moderate the influence of work motivation on the performance of generation Z employees at PermataBank.

This could be caused by different circumstances at PermataBank and the different characteristics of generation Z. It is possible that there are employees who have worked for a long time and are not noticed nor promoted. Apart from that, there is the possibility of other roles of organizational climate in the relationship between motivation and employee performance, such as the role of mediation. Further research needs to be carried out to determine the moderating role of organizational climate. Another possibility that causes H2 not to be supported is the high standard deviation of the moderating variable. A high standard deviation indicates that there is variation in the existing data.

The t-statistical path coefficient test results for H3 was 0.367 ($< t$ -table (1.96)), and the p -value was 0.714 (p -value > 0.05). The standard deviation for H3 reached 0.125. The path coefficient value (β) was -0.046. A path coefficient value that is negative and more than 0.1 indicates a weak relationship. These results indicate that digital leadership does not moderate the positive influence of work motivation on employee performance.

Similar to the previous hypothesis, the third hypothesis, which states that digital



leadership moderates the positive influence of work motivation on generation Z performance is not supported. Although several previous studies have shown a link between leadership, motivation, and employee performance (Andrias, 2022; Wahyuanto & Marwan, 2023), the relationship between these three variables is not fully understood. Based on the results of social network analysis, digital leadership positively influences employee motivation, thereby improving employee performance in construction companies (Andrias, 2022). Meanwhile, Wahyuanto and Marwan (2023) reported that digital leadership has a significant direct influence on work motivation and performance separately. They also reported that digital leadership through work motivation had an indirect influence on performance, where work motivation mediated the relationship between these two variables. The relationship between digital leadership, motivation, and performance needs to be further investigated so that the relationship between the three can be identified in great details. The standard deviation for the moderating variable was also relatively high. Hence, it can influence the test results.

V. CONCLUSIONS, SUGGESTIONS, AND REFERENCES

5.1. Conclusions

The conclusions from the research results are as follows:

- The first hypothesis (H1) is supported, where motivation has a positive and significant influence on the performance of generation Z employees at PermataBank.
- The second hypothesis (H2) is not supported, where organizational climate does not moderate the positive influence of work motivation on the performance of generation Z employees at PermataBank.
- The third hypothesis (H3) is not supported, where digital leadership does not moderate the positive influence of work motivation on the performance of generation Z employees at Permata Bank.

5.2. Suggestions

The suggestions that can be given to PermataBank are as follows:

- Motivation has been proven to be an important factor so that employees are able to achieve quality work results. Therefore, management needs to conduct a study of the optimal system to maintain and increase employee work motivation.
- Policies need to be formulated to improve PermataBank's organizational climate, which is related to factors that influence organizational climate, including organizational leaders, work group behavior, and employee behavior.

- Digital leadership within PermataBank needs to be improved, especially in the current era of digitalization. This can be done by encouraging changes in organizational culture, a planned digital transformation strategy, training to increase employee abilities and knowledge regarding digital innovation, effective communication regarding the vision of digital innovation being implemented, being open to employee input, and building collaboration with competent technology partners.

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