

The Influence of Organizational Culture and Work Motivation on the Work Productivity of Gen Z Employees

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Abstract

This study aims to determine the Influence of Organizational Culture and Work Motivation on the Work Productivity of Gen Z Employees. The results of the validity and reliability test show that all variables and indicators are valid and reliable. The results of the heteroscedasticity test, F test, Descriptive Statistics test, The results of heteroscedasticity showed that there was no heteroscedasticity, the independent variables did not have a joint effect on the dependent variables, and the variables had a stronger relationship with the dependent variables, but the effect remained insignificant. However, based on the Determination Coefficient test, it shows that the R value of 0.994 shows a very strong (almost perfect) relationship between independent and dependent variables. With a score of 98.8%, the rest is likely to be influenced by other factors that were not studied in this study.

Keywords: Organizational Culture, Work Motivation, Productivity

Introduction

In every organization, productivity is a crucial element that determines the success of achieving goals and the sustainability of the organization itself. A high level of productivity signifies work efficiency, good quality of work output, and ultimately leads to profitability and organizational stability. Employee productivity is a crucial aspect that determines the success and sustainability of an organization in the face of increasingly complex changing business environment dynamics. High employee productivity will bring progress for the company to be able to achieve maximum and quality results or outputs. According to (Kusuma, Ferdinand, & Sunarsi, 2023) There are several factors that affect employee work productivity, namely: 1) Training, 2) Mental and Physical Ability of Employees 3) Relationship between Superiors and Subordinates. (Kusuma et al., 2023) Employee work productivity is basically efficient use of labor and equipment with the same goal for performance results and the time required to produce products from labor.

In today's digital era, employee competition is getting tighter, especially in Generation Z. Generation Z or commonly abbreviated as Gen Z is a generation born between 1995-2010 (Daffa, Suwarsi, & Firdaus, 2023). According to an article written by Kimbrough (2022) it is known that some companies are starting to concentrate on recruiting Gen Z, especially for entry-level positions. This is shown by a 15% increase in Gen Z's overall hiring rate in 2021 compared to 2020, being the second highest figure after millennials.

Work productivity is the ability of individuals or groups of people to produce goods and services within a specified time or according to a plan. This ability can mean physical ability or skill. The increase in employee productivity in the company can be seen and determined through the results of employee performance. In the context of an organization, work productivity reflects the ability of employees to produce goods or services effectively and efficiently by paying attention to the quality and standards that have been set. According to (Solehati, Hasnawati, Sakinah, & Hendayana, 2024), productivity indicators include 1. Ability 2. Improving the results achieved 3. Work morale 4. Self-development 5. Quality 6. Efficiency. If an employee has high work motivation and can complete tasks on time, they are considered productive. However, a decrease in employee productivity can occur everywhere, depending on the level of employee discipline, which can cause the company to not achieve the actual work targets of employees.

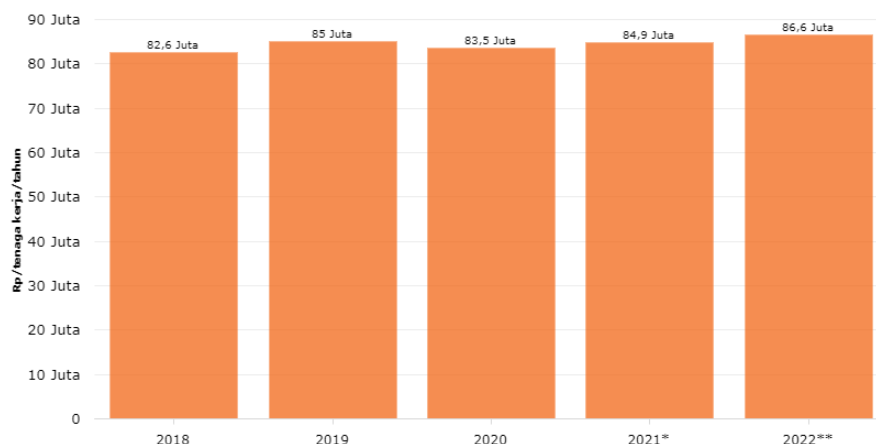


Figure 1 Indonesian Labor Productivity Level (2018-2022)
Source : Databoks.Katadata.Co.Id

Based on data from the Ministry of Manpower (Kemnaker), Indonesia's labor productivity has increased in the last five years. The Ministry of Manpower calculates national labor productivity by the formula for the amount of gross domestic product (GDP) divided by the number of working population. As a result, in 2018 Indonesia's productivity figure reached Rp82.56 million per workforce per year. In the following year, the productivity rate increased, but in 2020 the figure decreased in line with the Covid-19 pandemic. In 2021, productivity began to rise again, until it was able to reach IDR 86.55 million per workforce per year in 2022, the highest record in the last five years. If calculated cumulatively, during the 2018-2022 period, Indonesia's labor productivity has increased by 4.8%.

One of the fundamental factors that affect employee productivity is organizational culture. Organizational culture is a system of values, beliefs, and norms that are embraced

together and serve as a code of conduct for all members of the organization. (Rifqah Tiara Nazari Harahap & Kartini Harahap, 2023) defines culture as the values, conventions, and common practices of an organization and the things it supports. Organizational culture is a reference applied by members of the organization and the development of a belief in the values or regulations and policies in the organizational culture will have an impact on the behavior, habits and mindset of members in the organization (Arinta, Anah, & Laili, 2023). A strong organizational culture is shown by an increase in stable and successful work results that are able to build the productivity of the company (Arinta et al., 2023).

Rifqah Tiara Nazari Harahap & Kartini Harahap (2023) defines organizational culture as a group that works to achieve a specific goal. According to experts, organizational culture is a collection of common values and practices that shape the way people behave, think, and work in an organization. Since individuals work in various companies, their organizational culture will not be the same. The uniqueness or character in a company is a differentiator for companies engaged in any field, besides that this can also be a value that then forms an attitude and a character of each person. So that good work in a company can be influenced by several internal factors of the company such as organizational culture, (Mulyani & Utami, 2021) explained that corporate culture is a rule of the game in a company that guides human resources in carrying out obligations and values expected in behavior in the company. Internal factors can also support how a job becomes better, so that the goals of the company can be achieved, thereby creating success for a company.

In addition to Organizational Culture, Motivation is also very important for Employee Productivity because motivation is an important life skill. The reason is, everyone in this hemisphere is unique and has a purpose. To achieve their goals, they must willing to work to make his dreams come true. (Gea, Puji Rahayu, Safitri, & Suryana, 2024) stated in the Great Dictionary of the Indonesian Language, a person's comfort in carrying out an activity for a certain reason or effort is called motivation Motivation is very closely related to work. People with good motivation can work more efficiently and productively in completing their work. Motivation, according to (Daffa et al., 2023), defined as internal and external forces that drive a person to achieve a predetermined goal. In addition, motivation can also be defined as the process of trying to influence the individual or individuals it leads to do the desired work according to pre-set goals.

Motivation is the willingness to work that arises because of an internal impulse that encourages a person to cause and expect behavior. Meanwhile, the elements contained in motivation include elements of evoking, directing, maintaining, showing intensity, being continuous and having a goal (Apriadi & Aprianto, n.d.). According to (Solehati et al., 2024) Work motivation is the need of a process to encourage a person's attitude in carrying out an activity to achieve a certain goal or company goal and meet the needs of that person. Theoretical sources from Maslow in (Solehati et al., 2024) Indicators of work motivation are:

1. The dimensions of physical needs,
2. Safety needs,
3. Social needs,

4. The need for honor,
5. The need for self-actualization.

The higher the motivation given, the higher the quality of discipline in employees and the productivity of employees will increase. Motivation greatly affects work productivity, this is in line with previous research that has been tested, (Fauzi, Akbar, Cahyaningtyas, & Adi, 2023) Motivation is the result of work achieved by an employee as a result of his work behavior in carrying out work activities. Anything that inspires people to work is considered work motivation. As a result, work motivation is a driver of work morale because motivated individuals will work hard and become more productive at work. Every business is constantly striving to increase employee productivity.

Method

This study uses a type of descriptive quantitative approach method research. This study is used to research a specific population or sample, with statistical data analysis whose data is questionnaire data according to this study. According to (Solehati et al., 2024) It is said to be a quantitative method because the research data is in the form of numbers and analysis using statistics. Data collection was carried out through a questionnaire with a Likert scale of 1-5, while data analysis used multiple linear regression to test the research hypothesis.

The data collection method in this study uses a questionnaire distributed through a google form, allowing respondents to fill in efficiently and allowing data to be retrieved quickly by the researcher. Data analysis was carried out using multiple linear regression to find out how much influence organizational culture and work motivation have on employee productivity both partially and simultaneously. Before the regression analysis is carried out, validity and reliability tests on the research instruments are carried out to ensure the accuracy and consistency of the data collected.



The population in this study is Gen Z employees who work in the Cikarang area with a total of 20 employees. The data analysis carried out in this study was carried out by statistical tests using IBM SPSS Statistic 23. The data collection in this study was obtained by questionnaire and literature study. The sampling technique in this study uses the purpose sampling technique.

Results and Discussion

The data of this study came from 20 respondents of Gen Z employees who work in the southern Cikarang area with frequency characteristics as explained in the table below.

Table 1. Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	6	30.0	30.0	30.0
	Woman	14	70.0	70.0	100.0

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Total	20	100.0	100.0
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Based on the results of the survey above, the number of respondents consisted of 6 men (30%), while female respondents consisted of 14 people (70%). The data above shows that the majority of respondents in this study are women.

Validity and Reliability Test

The validity test of each item is used in variable analysis, which is to correlate the score of each item with the total score which is the total which is the sum of each item score. Usually the minimum requirement to be considered eligible is if $r = 0.3$. If the correlation between the item and the total score is less than 0.3, then the item in the instrument is declared invalid.

The results of the corrected item-total correlation value used to test validity, and the Cronbach alpha value used to test reliability are presented in table 2.

Table 2. Validity and Reliability Test

Variables / Indicators	Corrected item-total correlation	Cronbach alpha	Conclusion
Organizational culture		0.924	Reliable
The company has a clear vision and mission	0.613		Valid
Communication between employees goes well	0.515		Valid
Solid teamwork	0.778		Valid
Conducive and safe working environment	0.825		Valid
Leaders support the potential of their employees	0.737		Valid
Work Motivation		0.913	Reliable
Wages received in accordance with the job desk	0.739		Valid
There is a promotion for outstanding employees	0.732		Valid
The company provides rewards for outstanding employees	0.755		Valid
The work given according to the skill set	0.738		Valid
Health and safety at work	0.733		Valid
		0.758	Reliable
Productivity			
Able to complete work on time	0.638		Valid

The quality of work is in accordance with the company's standards	0.485	Valid
Have a high initiative in work		
Able to produce output as specified	0.804	Valid
Can work efficiently	0.756	Valid
	0.468	Valid

All indicators have been considered valid because the corrected item-total correlation value is greater than 0.3. All variables have also been considered reliable because they have met the thresholds used in this study (alpha Cronbach Organizational culture 0.924 : alpha Cronbach Job Motivation 0.913 : alpha Cronbach Productivity 0.758).

Descriptive Statistics

Table 3. descriptive Statistic

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
BD1	20	3	5	4.25	.786
BD2	20	1	5	3.50	1.100
BD3	20	2	5	4.20	.834
BD4	20	3	5	4.30	.733
BD5	20	2	5	4.00	.858
Moti1	20	3	5	4.20	.834
Moti2	20	2	5	3.70	.923
Moti3	20	3	5	4.00	.858
Moti4	20	3	5	4.15	.745
Moti5	20	3	5	4.15	.745
Prod1	20	2	5	3.95	.887
Prod2	20	3	5	4.00	.725
Prod3	20	1	5	3.90	1.119
Prod4	20	3	5	4.10	.852
Prod5	20	3	5	4.05	.826
Total score	20	50	71	60.75	6.576
Valid (Listwise)	N ₂₀				

From the data above, it can be concluded that the average of the variables is as follows: bd1: 4.25 (high); BD2: 3.50 (moderate) ; BD3: 4.20 (high) ; BD4: 4.30 (high) ; BD5: 4.00

(high). moti1: 4.20 (high) ; moti2: 3.70 (moderate) ; moti3: 4.00 (high) ; moti4: 4.15 (high) ; moti5: 4.15 (high). Prod1: 3.95 (high) ; Prod2: 4.00 (high) ; Prod3: 3.90 (high) ; Prod4: 4.10 (high) ; Prod5: 4.05 (high). Which indicates that the variation in the perception of respondents is more diverse. In general, the respondents' perception of the research variable is HIGH with relatively consistent variation of opinions that can cause organizational culture and work motivation to tend to be good.

Heteroscedasticity Test

Heterokedasticity tests can be used to determine whether there is any inequality between variables and residuals from one observation to another in a regression model. See the significance coefficient with a significance level of 5%. If the coefficient of significance is greater than the established significance level, then there is no heterokedasticity. Conversely, if the coefficient of significance is lower than the established level of significance, then the coefficient is heterokedasticity.

Table 4. Heterokedasticity Test Results

Coefficients					
Type	Unstandardized Coefficients		Standardized Coefficients		
			Std.		
	B	Error	Beta	T	Sig.
1 (Constant)	17.340	1.759		9.857	.000
X1	.138	.092	.394	1.499	.152
X2	.008	.087	.025	.094	.926
a. Dependent Variable: Y					

The table above shows the results of the Heteroscedasticity Test with a significant value of X1 of 0.152, greater than 0.05, so that X1 is not significant. Meanwhile, the value of X2 is **0.926**, much larger than 0.05, so X2 is also insignificant. So the conclusion is, this shows that X1 and X2 have no significant influence on the dependent variable because the Sig. value of both variables > 0.05. The X1 variable had a stronger relationship with the dependent variable than X2, but the effect remained insignificant.

Test F

The F test is used to determine the influence of independent variables simultaneously or together on dependent variables.

Table 5. Test Result F

ANOVAa

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	811.935	14	57.995	29.545	.001b
	Residual	9.815	5	1.963		
	Total	821.750	19			

a. Dependent Variable: total score

b. Predictors: (Constant), prod5, prod2, moti3, bd2, bd3, moti2, prod1, bd1, bd4, moti1, bd5, prod3, moti5, prod4

The significant value obtained was 0.001 which means that there was no significant relationship between the independent variable and the dependent variable.

Coefficient of Determinization

The value of this determination coefficient is useful for predicting and seeing how much influence the X variable simultaneously (together) contributes to the Y variable.

Table 6. Results of Coefficient Determininiance

Model Summary					
Type	R	R Square	Adjusted Square	RStd. Error of the Estimate	
1	.994a	.988	.955	1.401	

a. Predictors: (Constant), prod5, prod2, moti3, bd2, bd3, moti2, prod1, bd1, bd4, moti1, bd5, prod3, moti5, prod4

The adjusted R Square value of 0.995 which means that the independent variables have a joint effect of 98.8% and the rest are influenced by other variables outside the study. R value 0.994 Shows a very strong (almost perfect) relationship between independent and dependent variables. These results are in line with previous research conducted by (Gea et al., 2024) which proves that motivation has a significant and positive influence on the Y variable (work productivity). Other research conducted by (Mulyani & Utami, 2021) entitled The Influence of Work Discipline, Organizational Culture, and Communication on Employee Performance of Pt. Pln (Persero) Suluttenggo Region, Manado Area and obtained the results of simultaneous research on Work Discipline, Organizational Culture, and Communication affecting Employee Performance.

Conclusion

Based on this study, it can be concluded that organizational culture, work motivation and productivity together have a significant effect on company productivity. Although all variables and indicators have been proven to be valid and reliable. The independent variables had a joint effect on the dependent variables, and the independent variables had a combined effect of

almost 98.8%. Therefore, it can be concluded that other factors may also affect the productivity of the companies that were not studied in this study. Research conducted by (Ramlah, Arfah, & Arif, 2023) Ekhsan showed that there was a direct positive influence of organizational culture on employee work productivity. However, there are some tests where the results of organizational culture and motivation do not have a significant effect on work productivity. The results of this study are relevant to the research conducted by (Mulyani & Utami, 2021) on the variable of organizational culture does not have a positive and significant effect on the work productivity of PT. Nusantara X Ajong Gayasan Plantation, Jember Regency. According to the results of the research that has been carried out (Arinta et al., 2023) with the title The Influence of Organizational Culture and Organizational Commitment on the Work Productivity of PDAM Tirta Kencana Employees of Jombang Regency that organizational culture does not have a partial influence on work productivity. However, there are also findings that show that organizational culture has no influence on employee work productivity (Ramlah et al., 2023).

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