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Analysis of the Effect of Motivation, Organizational Culture, and Compensation on the Performance of Generation Z and Millennial Employees at PT. Media Edutama Indonesia

Melani Tissa Iswadi¹, Subarjo Subarjo²

¹ Universitas Mercu Buana, Yogyakarta, Indonesia, email. melanitissaiswadi@gmail.com

² Universitas Mercu Buana, Yogyakarta, Indonesia, email. subarjo@mercubuana-yogya.ac.id

Corresponding Author: melanitissaiswadi@gmail.com¹

Abstract: This study aims to examine the influence of motivation, organizational culture, and compensation on the performance of Generation Z and Millennial employees at PT Media Edutama Indonesia. Using quantitative methods with questionnaires as the main instrument, this study involved 50 employee respondents. The results of the analysis show that organizational culture and compensation have a significant positive effect on employee performance, while motivation does not show a significant effect. The findings indicate that to improve employee performance, companies need to focus on developing a positive organizational culture and a fair compensation system. The results of this study contribute to a better understanding of the factors that influence the performance of younger generation employees, as well as practical implications for companies in designing effective human resource management strategies.

Keyword: Employee Performance, Motivation, Organizational Culture, & Generation Z.

INTRODUCTION

Economic growth in Indonesia from year to year continues to experience developments where more and more new companies appear, resulting in competition between companies. Based on the statement of the Center for Economics and Development Studies of Padjajaran University (CEDS Unpad), it is stated that in Indonesia from 2022 to 2023 the Business Competition Index (IPU) has increased from 4.87 to 4.91 in 2023 (Fahky, 2024). The Business Competition Index (IPU) itself is an assessment based on the business competition climate created and built from companies registered with the Indonesian Business Competition Supervisory Commission (KPPU) (KKPU, 2024). The existence of IPU shows that the business competition climate in Indonesia is relatively healthy which is able to encourage national economic efficiency as evidenced by an increase in rankings in the international arena.

The occurrence of increased business competition creates companies competing with each other to show their quality in the eyes of the public. Research from Garingging & Badawi Saluy (2020) in his research Influence of Leadership, Organizational Culture, and Millennial Employee Performance Compensation states that the quality of a company can be measured by

its employees who produce quality performance as a result of employees carrying out their responsibilities in accordance with the duties they have (Garingging & Badawi Saluy, 2020). This is in line with research conducted Irma et al. (2024) which states that a company can develop if Human Resources carry out a crucial function in implementing strategies to create an increase in company excellence (Yuliani, 2024).

The implementation of the company's operational activities cannot be separated from the role of key elements in the form of employee performance. If employee performance runs optimally, this can provide increased productivity and increase the efficiency of carrying out the company's organizational tasks (Maulanaa & Adnyana, 2024). Reni (2021) in his research defines employee performance as an actual performance produced by employees where they have carried out functions in accordance with the duties and responsibilities they have obtained. In line with this statement McCormick & Tiffin (1980) defines employee performance as a condition where employees use work time which includes the number of absences, tardiness and length of service by carrying out tasks in accordance with their responsibilities (Chairunnisah et al., 2021).

So based on this definition, it can be seen that employee performance has a very important role because optimizing the actual performance of employees in accordance with the duties that have become the responsibility of employees. To help improve employee performance, management has a broad scope of attention to provide encouragement so that employee performance can be optimized by linking motivation, organizational culture and compensation from the job (Budiyanto & Mochklas, 2020). However, some studies mention different results related to the elements that encourage the improvement of employee performance.

Motivation as one of the impulses to improve employee performance has a significant role. Experts define motivation as a form of a series of behaviors and attitudes that influence employees to carry out an activity in order to reach a certain point with special specifications in accordance with the objectives of the employee carrying out his activities (Chairunnisah et al., 2021). Another opinion states that motivation is a form of attitude and value that does not have a concrete form which creates its own impetus for an individual to achieve his goals (R. Sari & Ningsih, 2024). Based on other research, motivation is defined as something that gives influence with the consistency of a never-ending push to individuals in acting according to their desires (Olivia Toguiboto Rambe et al., 2023).

Furthermore, one of the other factors that influence employee performance improvement is organizational culture. According to D. Sari et al. (2024) Organizational culture is known as a form of group association with important assumptions that are not explicitly explained but are held by all employees to be implemented in the company. Osborne & Plastrik in (Budiyanto & Mochklas, 2020) defines organizational culture as a form of feelings, behavior and psychological framework owned by a company where deep internalization occurs so that these feelings are shared by all company members. other expert definitions based on Schein in research (Sholikhah & Frianto, 2022) mentions organizational culture as a pattern of thought that has been fundamental to an organization so that members apply it to solve problems of external adaptation and group integration.

The last factor, namely compensation as the last element or factor that is able to influence the improvement of employee performance, has the understanding as all income in the form of direct goods, money or indirect goods obtained by employees as a result of the services provided by these employees (Arifah & Lubis, 2018). Wairooy in (Rahayuningsih et al., 2024) defines compensation as a form of money given to employees in return for services rendered. Sutrisno in (Chairunnisah et al., 2021) defines compensation as all forms of rewards received by employees properly and fairly for their services in achieving company goals.

Based on this explanation, it is known that motivation, organizational culture and compensation are factors that can influence employee performance. However, some studies

state different results where based on research R. Sari & Ningsih (2024) stated that work motivation has no effect on employee performance. Research conducted Amelia (2024) & R. Sari & Ningsih (2024) stated that compensation does not affect the performance of a company's employees (Amelia, 2024; R. Sari & Ningsih, 2024). At present, every company tends to employ a lot of millennials and generation Z to support the company's operations. Therefore, this study was conducted to determine the effect of motivation, organizational culture and compensation on the performance of generation Z and Millennial employees at one of the companies in Yogyakarta, namely PT Media Edutama Indonesia.

METHOD

This research uses quantitative research methods. The use of quantitative methods is carried out based on data sources that are processed with statistical techniques (Ummul & Ardiawan, 2022) to test a predetermined hypothesis. This research uses PT Media Edutama Indonesia as the research object where PT Media Edutama Indonesia is located in Tjokroningrat Residen Kavling C Housing, Sidokabul Street, Sorosutan, Umbulharjo District, Yogyakarta City. The research data source was obtained from the respondent's primary data where the data was sourced directly from the research subject, namely PT Media Edutama Indonesia employees using a questionnaire system. In addition, other data sources are obtained based on literature as secondary data derived from books, journals, articles and previous research results with similar topics regarding the analysis of the influence of motivation, organizational culture, and compensation on the performance of generation z and millennial employees.

In this study, the intended population is all employees at PT Media Edutama Indonesia. In 2024 the number of employees at PT Media Edutama Indonesia was 100 employees. Sample calculation using the Slovin formula intended by (Sugiyono, 2020). The results of these calculations obtained 50 respondents as the minimum sample size needed in this study. Quantitative research to test the hypothesis that has been proposed according to (Sugiyono, 2020) It is necessary to test several variables in order to obtain the answers to the existing problem formulations. Some of these tests are composed of validity, reliability, hypothesis testing, and multiple linear regression analysis using the IBM SPSS Statistic 29 application.

RESULTS AND DISCUSSION

Result

First, analyze the characteristics of the respondents to get a clear and accurate picture of the characteristics of the research subjects. Based on the information collected from the questionnaire, the percentage results of the respondents' characteristics can be described as follows.

Table 1. Respondent Age

F	Number of Respondents	Percentage
20-24 Years	15	30%
25-39 Years	35	70%
Total	50	100%

Table 1 above shows the respondents' answers regarding age that the majority of respondents of PT Media Edutama Indonesia employees are aged between 25 to 39 years, namely 35 people or 70%. Meanwhile, respondents aged between 20 to 24 years were 15 people or 30%). The number of respondents aged 25-39 years is up to 70% because the number of employees of PT Media Edutama Indonesia is known that most employees are in that age range.

Table 2. Gender of Respondents

Gender	Number of Respondents	Percentage
Male	19	38%
Female	31	62%
Total	50	100%

Based on Table 2 shows that the gender of respondents of PT Media Edutama Indonesia employees is mostly female, namely 31 respondents or 62%, while for employees who are male as many as 19 respondents or 38%. The characteristics of the respondents above show that most of the respondents are women. This is because the total number of employees at PT Media Edutama Indonesia is more female employees compared to men.

Table 3. Respondent's Last Education

Last Education	Number of Respondents	Percentage
HIGH SCHOOL	9	16%
D3	8	18%
S-1	33	66%
Total	50	100%

Based on the table, it shows that the respondents with the highest level of education are S-1, namely 33 respondents or 66%. Furthermore, respondents with the last education of high school were 9 respondents (16%) and D3 as many as 8 respondents (18%). The results of this data indicate that the employees of PT Media Edutama Indonesia are dominated by employees who have a bachelor's degree.

Second, descriptive analysis to provide an empirical picture or description of the data collected in the study. The following are the results of descriptive analysis of research data.

Table 4. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Motivation (X1)	50	15	25	20,56	2,278
Organizational Culture (X2)	50	15	25	21,50	2,964
Compensation (X3)	50	6	10	9,72	1,325
Employee Performance (Y)	50	12	20	17,68	2,180

Table 4 shows that the motivation variable has the lowest value of 15, the highest value of 25, an average value of 20.56 and a standard deviation of 2.278. Based on these results, the motivation variable has an average value greater than the standard deviation. This shows the low variation between the maximum and minimum values or in other words the motivation data is stable. Furthermore, the organizational culture variable has a minimum value of 15, a maximum value of 25, an average value of 21.50 and a standard deviation of 2.964. Based on these results, the organizational culture variable has an average value greater than the standard deviation. This shows the low variation between the maximum and minimum values or in other words, the organizational culture data is stable.

Based on the data in Table 4, the compensation variable has a minimum value of 6, a maximum value of 10, an average value of 9.72 and a standard deviation of 1.325. Based on these results, the compensation variable has an average value greater than the standard deviation. This shows the low variation between the maximum and minimum values or in other words, the compensation data is stable. Then, the employee performance variable has a minimum value of 12, a maximum value of 20, an average value of 17.68 and a standard deviation of 2.180. Based on these results, the motivation variable has an average value greater than the standard deviation. This shows the low variation between the maximum and minimum values or in other words the employee performance data is stable.

Third, the validity test is carried out to determine whether respondents are consistent in answering questionnaire questions. Data validity is if the data obtained can accurately meet the research objectives to be achieved. Pearson Correlation will be used in this test.

Table 5. Bivariate Pearson (Product Moment Pearson)

Variable	Indicator	r Count	r Table	Description
Motivation (X1)	X1.1	0,820	0,3	Valid
	X1.2	0,822	0,3	Valid
	X1.3	0,927	0,3	Valid
	X1.4	0,927	0,3	Valid
	X1.5	0,837	0,3	Valid
Organizational Culture (X2)	X2.1	0,882	0,3	Valid
	X2.2	0,872	0,3	Valid
	X2.3	0,917	0,3	Valid
	X2.4	0,867	0,3	Valid
	X2.5	0,884	0,3	Valid
Compensation (X3)	X3.1	0,915	0,3	Valid
	X3.2	0,925	0,3	Valid
Employee Performance (Y)	Y.1	0,907	0,3	Valid
	Y.2	0,958	0,3	Valid
	Y.3	0,957	0,3	Valid
	Y.4	0,924	0,3	Valid

Table 5 shows that each indicator for each variable of motivation, organizational culture, compensation, and employee performance has each valid question item with a calculated r value greater than the r value that has been determined using the previous correlation formula of 0.3. All questions on each variable are reliable and feasible based on the results of this test. Then, to find out how consistent the research instrument is, a reliability test is carried out. In this study, it can be considered reliable if the research tool has a Cronbach Alpha value above 0.60. Table 6 presents the results of the reliability test of the research variables used in this study.

Table 6. Cronbach's Alpha

Variable	Cronbach's Alpha	Standard	Description
Motivation (X1)	0,912	0,60	Reliable
Organizational Culture (X2)	0,930	0,60	Reliable
Compensation (X3)	0,818	0,60	Reliable
Employee Performance (Y)	0,953	0,60	Reliable

Table 6 shows the Cronbach's alpha value for the motivation variable is 0.912, organizational culture is 0.930, compensation is 0.818 and employee performance is 0.953. Therefore, since the questions in this questionnaire have a Cronbach's alpha value of more than 0.60, it can be concluded that each variable is reliable because each statement item can collect consistent data, which means that the answer to each statement submitted again will be comparable to that given previously.

Fourth, the classical assumption test to ensure that the regression model used is in accordance with the necessary conditions so that the analysis results obtained can be trusted and valid. The types of classical assumption tests used in the study are normality test, multicollinearity test, and heteroscedasticity test. The following are the results of the classical assumption test of this research sample:

Table 7. One-Sample Kolmogorov-Smirnov Test

Unstandarized Residual	
N	50
Asymp. Sig. (2-tailed)	0,59

Based on Table 7, the results of the normality test with the Kolmogorov-Smirnov test show an Asymp. Sig. value of 0.59. This value is greater than 0.05 so it can be concluded that the data in this study are normally distributed and can be used for regression models.

Table 8. Collinearity Diagnostics

Variable	Tolerance	VIF
Motivation (X1)	0,874	1,145
Organizational Culture (X2)	0,877	1,140
Compensation (X3)	0,974	1,027

Based on Table 8, the multicollinearity test results show that each independent variable has a tolerance value ≥ 0.10 and a VIF value ≤ 10 . This shows that in this study there are no multicollinearity symptoms.

Table 9. Glejser Test

Variable	t	Significance
Motivation (X1)	0,213	0,832
Organizational Culture (X2)	0,183	0,856
Compensation (X3)	1,010	0,318

Based on Table 9, the results of the heteroscedasticity test show that each independent variable has a significance value > 0.05 . This shows that in this study there are no symptoms of heteroscedasticity.

Finally, hypothesis testing to draw broader conclusions based on limited sample data. The hypothesis tests used in this study are multiple regression analysis, coefficient of determination, f test, and t test. The following are the results:

Table 10. Multiple Regression Analysis

Variables	Unstandarized Coefficients		t	Sig.
	B	Std Error		
Constant	6,236	3,057		
Motivation (X1)	0,049	0,127	0,385	0,702
Organizational Culture (X2)	0,252	0,098	2,587	0,013
Compensation (X3)	0,574	0,207	2,772	0,008

Based on Table 10, the results of multiple regression analysis show that the regression equation in this study is:

$$Y = 6,236 + 0,049X1 + 0,252X2 + 0,574X3 + e$$

Based on the above equation, it can be explained that:

- The constant value of 6.236 identifies that if the independent variable (motivation, organizational culture, compensation) is zero then employee performance will increase by 6.236.
- The regression coefficient value of the motivation variable in this study of 0.049 means that each increase of one unit of motivation will increase employee performance by 0.049.
- The regression coefficient value of the organizational culture variable in this study is 0.252, it means that each increase of one unit of organizational culture will increase employee performance by 0.252.

- d. The regression coefficient value of the compensation variable in this study is 0.574, it means that each increase of one unit of compensation will increase employee performance by 0.574.

Table 11. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,538	0,289	0,243	1,897

Based on Table 11, the coefficient of determination test results show an Adjusted R Square value of 0.243 or 24.3%. These results indicate that 24.3% of employee performance variables can be explained by variations in the three independent variables, namely motivation, organizational culture, and compensation. While the rest ($100\% - 24.3\% = 75.7\%$) is explained by variables not included in this research model.

Table 12. F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	67,371	3	22,457	6,241	0,001
Residual	165,509	46	3,598		
Total	232,880	49			

Based on Table 12, the F test results show the calculated F value of and a significance value of 0.001. This shows that $F_{\text{count}} > F_{\text{table}}$, namely $6.241 > 3.2$ and a significance value of $0.001 < 0.05$, so it can be said that the independent variables simultaneously have a significant effect on the dependent variable.

Table 13 T-Test

Variable	T Count	T Table	Sig. 2 Tailed	Conclusion
Motivation (X1)	0,385	1,676	0,702	H1 Accepted
Organizational Culture (X2)	2,587	1,676	0,013	H2 Accepted
Compensation (X3)	2,772	1,676	0,008	H3 Accepted

Based on Table 13, the motivation variable shows a calculated t value of 0.385 and a significance value of 0.702. This shows that the value of $t_{\text{count}} < t_{\text{table}}$, namely $0.385 < 1.676$ and a significance value of $0.702 > 0.05$. It means that motivation has no significant effect on employee performance. Based on the test results, it can be concluded that H1 is rejected.

The organizational culture variable shows the t value of 2.587 and a significance value of 0.013. This shows that the value of $t_{\text{count}} > t_{\text{table}}$, namely $2.587 > 1.676$ and a significance value of $0.013 < 0.05$. It can be interpreted that organizational culture has a significant effect on employee performance. Based on the test results, it can be concluded that H2 is accepted.

The compensation variable shows the t value of 2.772 and a significance value of 0.008. This shows that the value of $t_{\text{count}} > t_{\text{table}}$, namely $2.772 > 1.676$ and a significance value of $0.008 < 0.05$. It means that compensation has a significant effect on employee performance. Based on the test results, it can be concluded that H3 is accepted.

Discussion

The analysis results show that the motivation variable has a t value of 0.385 and a significance value of 0.702. The calculated t value is smaller than the t table, namely $0.385 < 1.676$, and the significance value is greater than 0.05 ($0.702 > 0.05$). This indicates that the motivation variable does not have a significant influence on the dependent variable in this study. Thus, the hypothesis stating that there is a significant effect of motivation on the dependent variable is rejected. This result shows that the motivation factor has not become the main determinant in explaining the variation that occurs in the dependent variable in the context

of this study. Although this result does not show a statistically significant relationship, it is important to understand the context of motivation based on the underlying theoretical foundations, such as Maslow's hierarchical needs theory, Herzberg's two-factor theory, and Vroom's expectancy theory. The results of this study do not support the research conducted by Arifah & Lubis (2018), Patricia (2022), Pratuti et al (2023), Sawitri et al (2022), and Yulianim(2024) which states that motivation has a significant effect on employee performance. But this research is in line with research conducted by Maulanaa & Adnyana (2024) and Sari & Ningsih (2024) which states that work motivation has no effect on employee performance, this is based on the condition of the company where the motivation provided has not created an increase and fostered individual personalities to improve their work.

Based on the analysis results in Table 4.13, the organizational culture variable shows the t value of 2.587 with a significance value of 0.013. The calculated t value is greater than the t table value ($2.587 > 1.676$), and the significance value obtained is smaller than 0.05 ($0.013 < 0.05$). These results indicate that the organizational culture variable has a significant influence on employee performance. Thus, the second hypothesis (H2), which states that organizational culture affects employee performance, is accepted. This result is supported by the research of Amelia (2024), Sari et al (2024), Yuliani (2024), and Michal (2020) which states that organizational culture has a significant effect on employee performance because with an adequate organizational culture employee performance increases and company goals can be achieved.

Employees receive compensation, which can be in the form of incentives, bonuses, allowances, or promotions, in exchange for their hard work to achieve the company's strategic goals. Employees will receive compensation to fulfill their needs. This amount of compensation indicates the status, recognition, and level of fulfillment of needs enjoyed by an employee. The more compensation an employee receives, the higher their position, status, and fulfillment of needs they enjoy, which means they are more satisfied with their work. This is where the importance of compensation for employees as sellers of physical and mental labor. Compensation programs are usually designed for the benefit of the company, the employee, the government, and society as a whole. Labor laws and pay attention to internal and external consistency so that this goal is achieved and provides satisfaction for all parties, the compensation program should be determined based on fair and reasonable principles.

This result is supported by research Garingging & Badawi Saluy (2020), Maulanaa & Adnyana (2024), Rahayuningsih et al (2024) which states that compensation has an influence on employee performance because with these rewards employee morale increases and company goals can be achieved. However, this is different from the research conducted by Amelia (2024), Sari & Ningsih (2024), Yuliani (2024) which states that compensation has no effect on employee performance, this is because employee performance sometimes does not depend on increased compensation, because employees prioritize certain income from their main salary.

CONCLUSION

This study shows that motivation, organizational culture, and compensation have a significant influence on the performance of Generation Z and Millennial employees at PT Media Edutama Indonesia. High motivation, supportive organizational culture, and fair compensation can improve employee performance. However, keep in mind that the results of this study may not be generalizable to other companies because the characteristics of each company are different. For future research, it is recommended to involve more companies and explore other variables that might affect employee performance. This study proves that factors such as motivation, a good working environment (organizational culture), and appropriate salary greatly affect how well young employees perform. However, the results of this study may not apply to all companies. Further research should include more companies and look at other factors that may also be influential.

The results of this study provide some important implications. Theoretically, this study supports several pre-existing theories, but also opens up opportunities for the development of new theories. Practically, the results of this study are useful for companies, universities, and future researchers. Companies can use these results to better understand their employees, especially generation Z and Millennials, and improve employee management strategies. Universities can utilize these results as a reference for further research. For future researchers, this research can be used as a basis to further examine the factors that influence employee performance. This research not only confirms what is already known, but also paves the way for better understanding. The results can be used by companies to improve the way they manage employees, by universities for further research, and by other researchers to develop research in the same field.

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