

Economic and Business Horizon

ISSN: 2963-2765

**Economic and Business
Horizon**

Volume: 04

Issue: 03

Year: 2025

Page: 489-500

Citation:

Widuri, V. B., Widjanarko, G. P., & Lumban Batu, K. (2025). The influence of organizational culture and work environment on employee loyalty. *Economic and Business Horizon*, 4(3), 489-500.

The Influence of Organizational Culture and Work Environment on Employee Loyalty

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Abstract

Employees are one of the most important assets for a company; therefore, it is essential for companies to build employee loyalty. This is because employees with high levels of loyalty contribute significantly to the achievement of organizational goals. This study aims to analyze the influence of organizational culture and work environment on employee loyalty. The research employed a quantitative method with an explanatory approach. The population of this study consists of Gen Z employees across various industries, with purposive sampling as the sampling technique. Data analysis was conducted using multiple linear regression with the assistance of SPSS version 25.0. The results indicate that organizational culture has a positive influence on employee loyalty. Similarly, the work environment also has a positive impact on employee loyalty. Simultaneously, organizational culture and work environment have a positive and significant influence on employee loyalty. These findings emphasize the importance of a strong organizational culture and a conducive work environment in fostering long-term employee commitment to the company. Based on the results, it is recommended that companies consistently strengthen organizational cultural values and create a work environment that supports employee well-being and productivity in order to enhance loyalty.

Keywords

Employee Loyalty, Gen Z, Organizational Culture, Work Environment.

1. Introduction

Employees are one of the most critical components of a company, often regarded as valuable assets. Therefore, it is essential for companies to build and maintain employee loyalty, as employees with high loyalty significantly contribute to achieving organizational goals. Loyalty forms a key element in employee appraisals, reflecting their dedication to their job, role, and organization. Loyal employees exhibit a strong willingness to protect and uphold the company's interests, both during and outside of working hours, even against external disruptions (Hasibuan & Malayu, 2007).

Given the importance of employee loyalty, companies must actively improve it. A high level of loyalty fosters more effective and efficient employee performance (Amalina et al., 2023). Loyalty arises from employees' self-awareness that their relationship with the company is mutually beneficial. When employees experience dissatisfaction or discomfort, loyalty tends to decline (Panggabean & Satwika, 2024). Signs of declining loyalty include frequent unexcused absences and reduced work quality. Several factors influence employee loyalty, including organizational culture and the work environment.

Organizational culture is defined as a system of shared meanings formed by members of the organization that distinguishes it from others (Robbins & Judge, 2015). This shared meaning implies mutual understanding of values, beliefs, and emotions, often communicated and internalized within the organization. Tishler adds that organizational culture consists of core principles that guide management systems, practices, and employee behaviors (Carmeli & Tishler, 2006). When employees' personal values align with the organization's culture, they tend to feel more integrated, which in turn boosts loyalty.

Another key factor influencing loyalty is the work environment. This includes all elements surrounding an employee's workplace, such as tools, working conditions, work methods, and both individual and group arrangements. A positive environment can promote strong interpersonal relationships and motivation (Pawirosumarto et al., 2017). On the other hand, poor conditions—such as noise, high temperatures, or lack of cleanliness—can affect both physical and mental health, thereby reducing loyalty (Hasna'ni & Setiani, 2022). Declines in physical condition due to the environment, such as fatigue, illness, or workplace accidents, also negatively affect loyalty (Leontaridi & Ward-Warmedinger, 2002).

A pressing concern today is the loyalty of Generation Z employees. This generation, born between 1997 and 2012, began entering the workforce around 2017 (Seemiller & Grace, 2017). Growing up during economic instability—including the 2008 financial crisis and the post-COVID-19 economic challenges—has shaped their values and perspectives (Becker, 2022). Gen Z is known as fast switchers, often moving quickly between jobs (Wijoyo et al., 2020). Research by Marketers in Indonesia found that only 25% of Gen Z employees are loyal and fully engaged in their companies (Putro et al., 2020). Comparatively, engagement rates for Gen Y and Gen X were found to be higher, at 56% and 60% respectively Marcelino and Bangun (2022) highlighting Gen Z as the least loyal.

One reason for this low loyalty is the misalignment between Gen Z values and organizational culture. This generation differs markedly from others in attitudes, expectations, and work preferences (Lu et al., 2023). Gen Z exhibits high individualism in learning, working, and communication (Pichler et al., 2021). Their confidence and independence lead them to prioritize personal growth over teamwork. However, corporate environments often require collaboration with older colleagues, making adaptation challenging. When there is a lack of alignment between Gen Z's expectations and organizational values, their loyalty tends to diminish (Self et al., 2019).

Additionally, the work environment strongly influences Gen Z's loyalty. This includes physical aspects such as office facilities—and non-physical elements like communication styles. As digital natives, Gen Z has grown up immersed in smartphones and digital platforms. They prefer brief, text-based communication and may struggle with traditional or face-to-face communication (Graczyk-Kucharska & Erickson, 2020). Moreover, they are more sensitive to privacy and digital security concerns (Gabrielova & Buchko, 2020). Their multitasking nature further shapes their preference for concise digital exchanges (Yacine & Karjaluoto, 2023). When organizations provide an environment that aligns with Gen Z's digital habits and values, their comfort and loyalty increase. Research shows that employee loyalty must be nurtured through motivation and the creation of a safe, supportive workplace (Maspuatun et al., 2022).

Given the issues outlined, this study aims to understand how organizational culture and the work environment influence employee loyalty, especially among Generation Z. The goal is to offer actionable recommendations to organizations for cultivating a more inclusive culture that resonates with Gen Z values and for fostering a conducive work environment that supports sustained employee loyalty.

2. Literature Review

In this research, organizational behaviour theory is used to explain employee loyalty, organizational culture, and the work environment. Organizational behaviour is a field of study that investigates how individuals, groups, and organizational structures influence human behaviour within organizations, with the primary goal of applying this knowledge to enhance organizational effectiveness (Robbins & Judge, 2008). This study encompasses aspects of human behaviour both as individuals and as part of groups within organizations, as well as how the interactions between humans and organizations mutually influence each other (Yanto et al., 2024).

According to Robbins and Judge (2015), organizational behaviour is the study of the impact that individuals, groups, and structure have on behaviour within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. Organizational behaviour theory is connected to employee loyalty because it studies how individual behaviour within the work environment influences their relationship with the organization. Employee loyalty arises when individuals feel satisfied, valued, and treated fairly by the company. This is typically influenced by various factors such as leadership, organizational culture, motivation, and trust (Akpa et al., 2021; Wahidah, 2024).

When a company can create a positive work environment with a supportive leadership style and a culture that values employee contributions, employees tend to feel more emotionally attached (Yusuf & Saragih, 2020). This attachment makes them want to stay and give their best to the organization. Conversely, if employees feel their needs and expectations are not met, loyalty will decrease and potentially increase their desire to change jobs. Overall, organizational behaviour theory helps companies understand these dynamics so they can manage employees better to create strong loyalty.

Organizational culture, as defined by Schien (1992), encompasses the common values, beliefs, and established standards that shape how employees think, feel, and act within the workplace. This culture acts as a social binder, fostering unity and control through shared understandings and norms rather than formal structures. In this way, culture helps prevent disunity, conflict, and tension, serving as a framework for interpreting situations and influencing employee attitudes and behaviours (Alvesson, 2002). King (2012) views it as a system of values that subtly and unconsciously drives the choices and decisions of individuals within the organization. The norms that members of an organization experience and describe

as their work settings are also part of organizational culture (Schneider, 2013), shaping their behaviour and adaptation for achieving organizational goals. Furthermore, it describes how organizational members interact both internally and with external stakeholders (Simoneaux & Stroud, 2014). Organizational culture can influence employee loyalty. When employees share similar values, beliefs, and norms with the organizational culture, they tend to exhibit high loyalty (Amalina et al., 2023). On the other hand, low employee loyalty occurs when employees' behaviour and actions do not align with the work culture defined by the company. This misalignment stems from differences in how employees perceive the work culture, causing them to act inconsistently with what is generally considered acceptable.

H1: Organizational Culture has a positive and significant effect on Employee Loyalty.

Work environment is the place where employees carry out their work activities and it can have both positive and negative consequences for their ability to achieve results (Tyssen, 2005). While a conducive work environment fosters the continuity of employment with positive effects, a less conducive one negatively impacts this continuity. According to Barry & Heizer (2001), the physical work environment influences employee performance, security, loyalty, and quality. It provides a sense of security and allows for optimal employee work, with the potential to affect their emotions. When employees find their working environment enjoyable, they are more likely to enjoy their time performing work activities, utilize their work time effectively and optimally, and demonstrate strong loyalty. In addition to the physical surroundings, the work environment also includes the interpersonal dynamics between fellow employees and the hierarchical relationships between subordinates and their superiors. It can be concluded that when the work environment supports employees' work, they will be more loyal to the company.

H2: Work Environment has a positive and significant effect on Employee Loyalty.

Organizational culture and the work environment are aspects that can influence employee loyalty. Specifically, when an organization has a strong culture that aligns with the values held by its employees, those employees tend to be more loyal. Furthermore, when the work environment is conducive and equipped with comprehensive facilities that support employee performance, employees are also more likely to be loyal. Therefore, organizational culture and the work environment can simultaneously impact employee loyalty.

H3: Organizational Culture and Work Environment simultaneously has a positive and significant effect on Employee Loyalty.

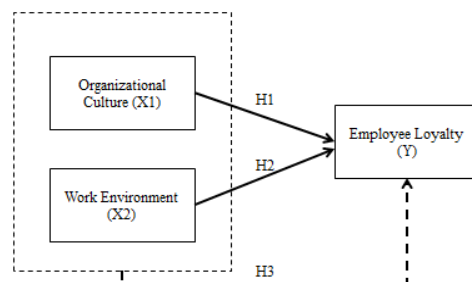


Figure 1. Research Framework

3. Methods

This research is categorized as explanatory research, which aims to analyze the causal relationships between two or more variables. In this study, the causal relationship between organizational culture and work environment as independent variables, and employee loyalty as the dependent variable, is examined. The goal is to determine how these factors influence the loyalty of employees, particularly those belonging to Generation Z. This research adopts a quantitative approach, where numerical data collected from respondents is statistically analyzed to draw conclusions regarding the relationships among the studied variables. The method of data collection in this study uses a questionnaire, which was developed as a research instrument consisting of closed-ended questions based on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was designed to measure perceptions of organizational culture, work environment, and employee loyalty. This method allows for standardized responses that can be easily quantified and analyzed.

The population in this study includes subjects who possess specific characteristics defined by the researcher. According to Sugiyono (2004), a population consists of elements that meet certain criteria relevant to the objectives of the study. In this context, the target population is Generation Z employees, defined as individuals born between 1997 and 2012, who have been employed in various industries for a minimum of one year (Seemiller & Grace, 2017). The study employs a non-probability sampling technique, specifically purposive sampling, in which samples are selected based on predefined criteria to ensure relevance and appropriateness for the research objectives. To ensure the accuracy and consistency of the instrument, several data analysis techniques were applied. These include validity and reliability tests to assess the quality of the questionnaire, correlation coefficient and coefficient of determination (R^2) to evaluate the strength and contribution of the independent variables to the dependent variable, and simple and multiple linear regression analyses to explore the direct and combined effects of organizational culture and work environment on employee loyalty. In addition, t-tests and F-tests were used to test the statistical significance of the relationships between variables. All analyses were performed using SPSS software version 25, ensuring precise and systematic data processing.

4. Results

Gen Z are known as the youngest generation in the workplace. They are known as employees who do not really care about how long they will work in a company. They prioritize whether the organizational culture in the company is in line with the values, beliefs, and norms they adopt. In addition, they are also known to care deeply about the work environment which also includes office facilities and relationships or communication patterns with other employees whether they are in accordance with what they want or not. Therefore, this study was conducted to determine the influence of organizational culture and work environment on the loyalty of Gen Z employees.

Table 1. Respondent Characteristics

Category	Profile	Total	Percentage
Gender	Male	46	42.5%
	Female	62	57.4%
Age	18-23	52	48%
	24-28	56	52%
Length of Work	1-2 years	38	35%
	2-5 years	43	40%
	>5 years	27	25%
Last Education	Elementary School	-	-
	Junior High School	-	-
	Senior High School	16	15%
	Diploma/Bachelor	69	64%
	Postgraduate	23	21%

Table 1 show range of demographic and professional backgrounds. In terms of gender distribution, the data shows a slightly higher proportion of female participants (57.4%) compared to males (42.5%). This suggests a modest gender imbalance, with women forming most of the study sample.

When analyzing the age profile, the respondents are predominantly young adults. Nearly half of them (48%) fall within the 18–23 age group, while 52% are aged between 24 and 28. This indicates that most participants are in the early stages of their professional careers, which is further supported by the data on length of work. Most respondents have been working between 1 to 5 years, with 35% having 1–2 years of experience and 40% having 2–5 years. A smaller segment, 25%, has more than five years of experience, highlighting a workforce that is still relatively young and developing.

In terms of educational background, most respondents are well-educated. A significant portion, 64%, hold a Diploma or bachelor's degree, while 21% have completed postgraduate education. Only 15% of the respondents have a Senior High School education, and none reported only Elementary or Junior High School as their highest level of education. This indicates that the sample largely comprises individuals with higher education qualifications, suggesting a well-informed and potentially skilled respondent group.

The characteristics of the respondents reveal a youthful, predominantly female, and highly educated demographic with a moderate amount of work experience. These factors may influence their perceptions and responses within the context of the study.

Table 2. Results of Validity Test

Variables	Item	r count	r table	Information
Organizational Culture	X1.1	0.801	0.1591	Valid
	X1.2	0.806	0.1591	Valid
	X1.3	0.751	0.1591	Valid
	X1.4	0.564	0.1591	Valid
	X1.5	0.618	0.1591	Valid
Work Environment	X2.1	0.791	0.1591	Valid
	X2.2	0.707	0.1591	Valid
	X2.3	0.766	0.1591	Valid
	X2.4	0.651	0.1591	Valid
	X2.5	0.561	0.1591	Valid

Variables	Item	r count	r table	Information
Employee Loyalty	Y.1	0.758	0.1591	Valid
	Y.2	0.812	0.1591	Valid
	Y.3	0.740	0.1591	Valid
	Y.4	0.808	0.1591	Valid

Based on table 2, the validity of indicators can be determined through the r-table value. If the calculated r-value > r-table value, then the variable indicator can be considered valid. The total sample size for this research is 108 respondents. The r-table value is as follows: $Df = (N-2) = 108-2 = 106$. Degree of freedom (df) = n-2, where n is the sample size, which is 108, so df = 106 with a probability of error of 5% or 0.05. Therefore, the r-table value is 0.1591. If the calculated r-value is greater than the r-table (0.1591), then the indicator item is considered valid. Based on the validity test results above, all indicator items have a calculated r-value > the r-table value, so all indicator items in this research are considered valid.

Table 3. Results of Reliability Test

Variable	<i>Cronbach Alpha</i>	Information
Organizational Culture	0.799	Reliable
Work Environment	0.736	Reliable
Employee Loyalty	0.783	Reliable

Table 3 shows the Cronbach's Alpha value; if a variable has a Cronbach's Alpha > 0.60, then it is reliable. The table above shows that the Cronbach's Alpha value for all variables exceeds 0.60, thus they are declared reliable, with the organizational culture variable having a value of 0.799, the work environment variable having a value of 0.736, and the employee loyalty variable having a value of 0.783. All variables that have been declared reliable indicate consistency across all items, allowing the subsequent stage of testing the influence between variables to proceed.

Table 4. Results of Reliability Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.580	.572	0.64763
a. Predictors: (Constant), workenvironment, organizationalculture				

The table 4 shows the coefficient of determination (r^2) of organizational culture and work environment on the employee loyalty variable, which is 0.580 or 58%. This indicates that 58% of employee loyalty is explained by organizational culture and work environment, while the remaining 42% is explained by other variables outside of this research.

Table 4. Multiple Linear Regression

		Coefficients^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
11	(Constant)	.856	.433		1.976
	Organizational Culture	.695	.077	.685	8.970
	Work Environment	.147	.090	.125	.632
					Sig.
					.051
					.000
					.106

a. Dependent Variable: employee loyalty

Table 4 shows a regression coefficient value for organizational culture is 0.695, indicating that the organizational culture variable has a positive influence on employee loyalty. The regression coefficient value for the work environment is 0.147, meaning that the work environment variable also has a positive influence on employee loyalty. Between the two variables, organizational culture and work environment, the variable with the greatest influence on employee loyalty is organizational culture, with an influence of 0.685 or 68.5% and a minimum significant value of 0.000.

Based on these results, it is known that the work environment variable only has an influence of 0.125 or 12.5% with a significance value of 0.106. This means that the work environment variable does not have a significant influence on employee loyalty. Based on the explanation above, it can be concluded that organizational culture has a dominant influence on employee loyalty, making it possible to prioritize strengthening organizational culture before improving the work environment. If organizational culture can be strengthened, the level of employee loyalty will also increase.

Table 6. T Test of Organizational Culture on Employee Loyalty

		Coefficients^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	0.185	0.138		1.343
	Organizational Culture	0.766	0.065	0.755	11.844
					Sig.
					0.182
					0.000

a. Dependent Variable: employee loyalty

Table 6 shows the significance of the relationship between the independent and dependent variables. A decision was made that a significant relationship exists between the variables if the calculated t-value > the t-table value and the sig probability < 0.05. The table above shows a significant value for the organizational culture 0.00 < 0.05, and a t-statistic 11.844 > t tabel. The t-table value was calculated using the formula $df = n - k$, resulting in $df = 108 - 2 = 106$. With $\alpha = 5\%$, the t-table value is 1.659. From this calculation, it is evident that there is a significant influence of the organizational culture on the loyalty of Generation Z employees.

Table 7. T Test of Work Environment on Employee Loyalty

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.829	0.369		10.363	0.000
WorkEnvironment	0.602	0.099	0.509	6.080	0.000

a. Dependent Variable: employeeloalty

Table 7 shows a significant value for the work environment $0,00 < 0,05$, and a t-statistic $6,080 > t$ tabel. The t-table value was calculated using the formula $df = n - k$, resulting in $df = 108 - 2 = 106$. With $\alpha = 5\%$, the t-table value is 1.659. From this calculation, it is evident that there is a significant influence of the work environment on the loyalty of Generation Z employees.

Table 8. F Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
11 Regression	60.877	2	30.439	72.573	.000 ^b
Residual	44.039	105	.419		
Total	104.917	107			

a. Dependent Variable: employeeloalty
b. Predictors: (Constant), workenvironment, organizationalculture

Table 8 shows one can refer to the F Table based on both degree of freedom 1 (df 1) and degree of freedom 2 (df 2) with a significance level of 5% (0.05). To obtain df 1, the calculation is $df\ 1 = \text{number of variables} - 1$, so $df\ 1 = 3 - 1 = 2$. Meanwhile, to obtain df 2, the calculation is $df\ 2 = n - k - 1$, so $df\ 2 = 108 - 2 - 1 = 105$. From these calculations, the F Table value is 3.080 and the F calculated value is 72.573 with a significance of $0.000 < 0.05$. Therefore, it can be concluded that the F calculated value of $72.573 > F$ Table, which means H_a (the alternative hypothesis) is accepted, indicating that organizational culture and work environment simultaneously have a significant effect on the loyalty of Gen Z employees.

5. Discussion

This study investigated the influence of organizational culture and work environment on employee loyalty, with a specific focus on Generation Z employees. The results affirm that both organizational culture and work environment significantly influence employee loyalty, thereby supporting the hypotheses formulated at the beginning of the research. These findings are particularly relevant given the growing presence of Generation Z in the workforce and the unique characteristics that distinguish them from previous generations (Chotrianda, 2024).

Among the two variables examined, the research revealed that organizational culture has the most dominant influence on employee loyalty. This aligns with prior studies by Amalina et al. (2023) and Robbins and Judge (2015), which emphasize that shared values, beliefs, and a sense of mutual understanding within a company play a critical role in fostering employee commitment. For Generation Z—who exhibit a strong inclination toward individualism, personal development, and alignment with personal principles—organizational culture becomes a defining factor in their

loyalty. When Gen Z employees perceive that a company's culture reflects their own values and identity, such as openness, autonomy, and opportunities for growth, they are more likely to develop a sense of belonging and long-term commitment to the organization (Pham & Tran, 2023).

The study also found that the work environment has a significant, though less dominant, impact on employee loyalty. This finding is consistent with the research of Pawirosumarto et al. (2017), who highlight that a supportive and comfortable work environment both physically and socially—can increase employee motivation and satisfaction, which in turn promotes loyalty. For Generation Z, who are digital natives and value aspects such as flexibility, technological integration, and collaborative workspaces, the work environment must be designed to support modern work habits. This includes providing digital tools, efficient communication systems, and an overall environment that supports mental well-being and productivity (Mandang et al., 2025).

Interestingly, the regression analysis conducted in this study showed that while the work environment positively influences employee loyalty, it does not have a statistically significant effect when analyzed alongside organizational culture. This indicates that, although important, the work environment is secondary to organizational culture in shaping loyalty among Gen Z employees. This result underscores that cultural alignment—more than physical or logistical workplace conditions—is a key driver of loyalty in this generation. This is likely due to Generation Z's prioritization of purpose-driven work and alignment with the ethical and cultural direction of their employers (Self et al., 2019).

These findings carry practical implications for organizations aiming to enhance employee loyalty, especially in younger workforces. Companies must focus on cultivating an organizational culture that reflects Gen Z's core values, including transparency, empowerment, and innovation. At the same time, attention should also be paid to improving the work environment by embracing digital transformation, enabling flexible work arrangements, and fostering inclusive communication patterns that appeal to Gen Z's preferences for brief, tech-driven interactions (Graczyk & Erickson, 2020; Yacine & Karjaluo, 2023).

In conclusion, while both organizational culture and work environment influence employee loyalty, organizational culture stands out as the more significant determinant for Generation Z. Organizations that align their values and practices with the expectations of this generation are more likely to foster loyalty, reduce turnover, and build a more engaged and committed workforce.

6. Conclusion

This study concludes that both organizational culture and work environment positively influence employee loyalty among Generation Z employees. However, the analysis reveals that organizational culture exerts a more dominant influence compared to the work environment. This finding indicates that companies aiming to improve employee loyalty particularly among Gen Z should prioritize cultivating a culture that aligns with the values, expectations, and identity of this generation.

An organizational culture that promotes shared values, mutual respect, and opportunities for professional growth significantly enhances employees' emotional attachment and long-term commitment to the company. For Generation Z, whose workplace expectations are shaped by values such as autonomy, transparency, and purpose, cultural alignment plays a central role in shaping loyalty. When Gen Z employees feel that the organizational culture supports their individuality and aspirations, they are more likely to stay engaged and loyal.

Meanwhile, a supportive work environment including physical comfort, digital accessibility, and collaborative communication also contributes positively to loyalty. However, its influence is complementary, reinforcing the impact of organizational

culture rather than standing as an independent determinant. A modern, flexible, and digitally adaptive work environment helps meet the needs of Gen Z employees who value efficiency, flexibility, and technological integration.

These findings suggest that to retain Generation Z often characterized as "fast switchers" organizations must focus not only on improving workplace facilities but, more importantly, on creating an inclusive and adaptive culture that resonates with Gen Z's values.

This study is limited to Generation Z employees in Indonesia, which may affect the generalizability of the results to other cultural or generational contexts. Future research should consider expanding the demographic scope and exploring mediating variables such as job satisfaction or organizational commitment to offer a more comprehensive understanding of what drives employee loyalty.

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