

THE INFLUENCE OF SITUATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, WORK MOTIVATION, WORK ENVIRONMENT, AND JOB SATISFACTION ON THE EMPLOYEE PERFORMANCE

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ABSTRACT

This research aims to examine the influence of situational leadership, organizational culture, work motivation, and work environment on the performance of Gen Z employees at PT Agung Sedayu Group, with job satisfaction as a moderating variable. This study employs an associative quantitative method using a purposive sampling technique on 115 Gen Z employees at PT Agung Sedayu Group. Primary data were collected through questionnaires and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The results of data analysis show that situational leadership, organizational culture, work motivation, work environment, and job satisfaction each have a direct, positive, and significant influence on the performance of Gen Z employees. Job satisfaction was found to be the predictor with the strongest influence. Furthermore, this research found that job satisfaction significantly strengthens the positive influence of situational leadership, organizational culture, work motivation, and work environment on employee performance. These findings provide theoretical implications by enriching human resource management literature and practical insights for PT Agung Sedayu Group to optimize the performance of Gen Z employees.

Keywords: Leadership; Culture; Motivation; Environment; Satisfaction; Performance.

INTRODUCTION

Generation Z has now entered the professional workforce, bringing with it a distinct set of characteristics that markedly differ from those of previous generations. As digital natives, members of this cohort exhibit a high degree of technological adaptability, prioritize efficiency, and place significant emphasis on flexibility and a balanced integration of personal and professional life. At PT Agung Sedayu Group, one of the nation's leading property development companies, the innovative potential of Gen Z employees is increasingly recognized as a critical asset in sustaining competitiveness within a rapidly evolving industry. Nevertheless, a pronounced misalignment exists between the unique attributes of this generation and the prevailing management practices within the organization. Rigid traditional leadership models, a deeply hierarchical organizational culture, and inflexible work environments contribute to feelings of constraint and diminished motivation among Gen Z staff. These conditions not only risk undermining individual performance but also elevate the likelihood of increased turnover rates.

Theoretically, Human Resource Management (HRM) integrates elements of leadership, organizational culture, and motivation to optimize employee potential. While numerous studies have examined the influence of leadership, organizational culture, work motivation, and work environment on employee performance, a significant empirical gap remains (Dessler, 2021). Most prior research has not specifically investigated the complex interplay of these variables within the demographic cohort of Generation Z workers, particularly in large-scale property development firms such as PT Agung Sedayu Group. Furthermore, the role of job satisfaction as a psychological mechanism moderating the impact of managerial and environmental factors on Gen Z performance has not been comprehensively explored in existing literature.

The necessity for this research is further underscored by the inconsistent findings observed in prior studies. Discrepancies exist regarding the direct influence of independent variables on employee performance. For instance, Syafrina and Mon (2024) assert that situational leadership, organizational culture, and work motivation significantly affect performance, whereas Arfianty et al. (2021) found that situational leadership has no significant effect and that organizational culture exerts only a non-significant influence. Similarly, Hidayat (2021) concluded that work motivation does not significantly impact performance. Inconsistencies also emerge in the relationship between work environment and performance, Pradana (2021) reported a significant effect, while Akhiriani and Risal (2023) arrived at the opposite conclusion. Regarding the influence of job satisfaction on performance, Syafrina and Mon (2024) identified a significant effect, yet Rohimah et al. (2023) found no such relationship. Furthermore, divergent results are evident in the moderating role of job satisfaction. Syafrina and Mon (2024) claim that job satisfaction moderates the effects of situational leadership, organizational culture, and work motivation on employee performance, however, this assertion is contradicted by Pardi et al. (2024), Arfianty et al. (2021), and Sembiring and Syarifuddin (2024), who each found that job satisfaction does not serve as a moderator for these variables. Lastly, while Warista et al. (2022) concluded that job satisfaction moderates the impact of work environment on performance, Mauwene et al. (2024) determined that it does not.

Given the identified gaps in the existing body of literature and the inconsistencies present in prior empirical findings, this study undertakes a systematic investigation into the multifaceted factors that distinctly influence the performance of Generation Z employees. Rather than limiting its scope to an assessment of the direct effects of situational leadership, organizational culture, work motivation, and work environment, the research adopts a more integrative analytical framework by incorporating job satisfaction as a moderate variable. This methodological refinement aims to advance theoretical understanding by determining whether

job satisfaction serves as a critical mediating force capable of reconciling the divergent outcomes observed in the relationship between managerial determinants and the performance of Generation Z workers within modern organizational contexts.

LITERATURE REVIEW

Situational Leadership

Situational leadership is a flexible and adaptive management approach that enables leaders to tailor their style to the specific needs of their team members as they tackle various tasks. This methodology recognizes that the most effective leadership is not a one-size-fits-all proposition, but rather one that adjusts according to the maturity level, competence, and readiness of the followers. By assessing these factors, a leader can determine the appropriate level of guidance, support, and empowerment required for their team to succeed in a particular situation. The underlying principle is that different tasks and circumstances demand different leadership strategies, and a leader's ability to adapt their approach is crucial in achieving the desired outcomes. As a result, situational leadership promotes a more responsive and effective management style, allowing leaders to maximize their team's potential and address the unique challenges of each task or project (Hersey & Blanchard, 2022).

Organizational Culture

Organizational culture refers to a complex set of underlying assumptions, values, and beliefs that are shared by a group of individuals within an organization. These assumptions are developed over time as the group navigates and addresses various challenges related to external adaptation, such as responding to market changes and internal integration, like fostering collaboration among employees. As the group successfully solves these problems, the assumptions that have guided their actions and decisions become ingrained and are considered valid. Eventually, these assumptions are passed on to new members as the accepted way of perceiving, thinking, and behaving within the organization, shaping their understanding of the organization's identity and informing their actions. This cultural framework serves as a guiding force, influencing how employees interact with one another, making decisions, and responding to internal and external stimuli, ultimately contributing to the organization's overall character and work environment (Schein, 2022).

Work Motivation

Work motivation is a complex and multifaceted process that drives individuals to strive to achieve their established work objectives. It encompasses not only the intensity of their efforts but also the direction they take and the persistence they demonstrate in overcoming obstacles. At its core, work motivation is about understanding what fuels an individual's desire to work towards specific goals, and how this drive is sustained over time. The intensity aspect of work motivation refers to the level of energy and enthusiasm an individual devotes to their work. Direction, on the other hand, pertains to the focus and alignment of their efforts with the organization's objectives. Persistence is about the ability to maintain effort despite challenges and setbacks. Together, these elements provide a comprehensive understanding of what motivates individuals to achieve their work goals (Judge & Robbins, 2022).

Work Environment

The work environment is a multifaceted concept that comprises various elements present in the workplace, including both physical and psychological factors. These elements have a

significant impact on employee behavior and job performance, as they can either facilitate or hinder an individual's ability to carry out their duties effectively. The physical aspects of the work environment refer to the tangible characteristics of the workplace, such as the layout, lighting, temperature, and noise levels, which can all contribute to an employee's comfort and productivity. On the other hand, the psychological aspects pertain to the intangible elements, including the organizational culture, management style, and interpersonal relationships among colleagues, which can also greatly influence an employee's well-being and job satisfaction. When both physical and psychological aspects of the work environment are optimized, employees are more likely to be motivated, engaged, and perform at their best, ultimately driving overall organizational success (Robandi, 2021).

Job Satisfaction

Job satisfaction refers to a positive emotional state that individuals experience when they evaluate their job in a favorable manner. This assessment is deeply personal and is influenced by the alignment of their job with their core values, personal expectations, and overall work experience. When a person's job meets or exceeds their expectations, they are more likely to feel a strong sense of satisfaction. This satisfaction is not just about the job itself but also encompasses various aspects such as the work environment, the nature of the tasks, opportunities for growth, and the overall organizational culture. The emotional state associated with job satisfaction can significantly impact an individual's motivation, productivity, and overall well-being. As a result, understanding the factors that contribute to job satisfaction is crucial for both employees and employers, as it can lead to a more positive and productive work environment (Locke, 2022).

Employee Performance

Employee performance is a multifaceted outcome that stems from a range of activities undertaken by individuals within an organizational setting. It serves as a reflection of their productivity levels and effectiveness in driving efforts towards achieving the predetermined objectives set by the company. Essentially, it encompasses the overall contribution made by employees to the organization, highlighting their ability to execute tasks efficiently and effectively. The level of employee performance is often a critical determinant of an organization's success, as it directly impacts the attainment of its strategic goals. By evaluating employee performance, organizations can gain valuable insights into their workforce's strengths and areas that require improvement, allowing them to implement targeted strategies to enhance overall productivity and goal achievement (Hasibuan, 2021).

The Influence of Situational Leadership on Employee Performance

Research conducted by Syafrina and Mon (2024) states that situational leadership has a positive and significant influence on employee performance. Situational leadership requires leaders to adapt their leadership style to the level of maturity and abilities of employees. With this adaptation, employees receive directions that suit their needs, both in terms of supervision and support. When leaders succeed in matching their leadership style to employee conditions, this can increase motivation and productivity, thus having a positive impact on performance. Employees who feel given support and trust tend to work more effectively, be more innovative, and achieve optimal results. Based on this explanation, the following research hypothesis can be created:

H₁ : Situational leadership has a positive and significant effect on the performance of Gen Z employees at PT Agung Sedayu Group.

The Influence of Organizational Culture on Employee Performance

Research conducted by Syafrina and Mon (2024) states that organizational culture has a positive and significant influence on employee performance. A strong organizational culture creates an environment where values, norms, and expected work behaviors are clear to all members. A positive culture can increase employees' sense of belonging and loyalty to the company, which in turn encourages better performance. When the culture supports collaboration, innovation, and work ethics, employees tend to be more enthusiastic, more engaged in tasks, and perform at their best. On the other hand, a negative culture can hinder employee potential and reduce productivity. Based on this explanation, the following research hypothesis can be created:

H₂ : Organizational culture has a positive and significant effect on the performance of Gen Z employees at PT Agung Sedayu Group.

The Influence of Work Motivation on Employee Performance

Research conducted by Syafrina and Mon (2024) states that work motivation has a positive and significant influence on employee performance. Work motivation is one of the main factors that influences employee performance. Motivated employees will work more enthusiastically, have initiative, and tend to complete tasks well. Motivation can come from various factors such as recognition, rewards, growth opportunities, and clear goals. Employees who have strong intrinsic and extrinsic motivation will be more productive, achieve targets more easily, and strive to exceed expectations, which ultimately has a positive impact on performance. Based on this explanation, the following research hypothesis can be created:

H₃ : Work motivation has a positive and significant effect on the performance of Gen Z employees at PT Agung Sedayu Group.

The Influence of the Work Environment on Employee Performance

Research conducted by Pradana (2021) states that the work environment has a positive and significant influence on employee performance. A conducive work environment, both from physical and psychological aspects, can increase employee comfort and productivity. The physical environment such as room layout, cleanliness, and adequate lighting can influence work comfort. On the other hand, a supportive social environment, such as good relations between colleagues and superiors, creates a positive work atmosphere. When the work environment supports employees to feel safe and comfortable, they will be more focused, creative and motivated to improve their performance. Based on this explanation, the following research hypothesis can be created:

H₄ : The work environment has a positive and significant effect on the performance of Gen Z employees at PT Agung Sedayu Group.

The Effect of Job Satisfaction on Employee Performance

Research conducted by Syafrina and Mon (2024) states that job satisfaction has a positive and significant influence on employee performance. Job satisfaction plays an important role in shaping employee attitudes and performance in the workplace. When employees feel satisfied with their jobs, both in terms of salary, facilities, and work environment, they tend to be more loyal, enthusiastic, and willing to put in more effort to achieve organizational goals. Conversely, employees who are dissatisfied with their jobs often show decreased motivation and productivity, which can have a negative impact on their performance. A high level of satisfaction can be a strong encouragement for employees to continue to excel. Based on this explanation, the following research hypothesis can be created:

H₅ : Job satisfaction has a positive and significant effect on the performance of Gen Z employees at PT Agung Sedayu Group.

Job Satisfaction Moderates the Effect of Situational Leadership on Employee Performance

Research conducted by Syafrina and Mon (2024) states that job satisfaction moderates the influence of situational leadership on employee performance. Job satisfaction can moderate the influence of situational leadership on employee performance by strengthening or weakening this relationship. When employees feel satisfied with their work, appropriate situational leadership will further improve their performance, because employees feel motivated and appreciated at work. However, if job satisfaction is low, despite leadership adjustments, the impact on performance may be less than optimal, as employees may not be fully engaged or motivated to contribute more. Based on this explanation, the following research hypothesis can be created:

H₆ : Job satisfaction moderates the influence of situational leadership on the performance of Gen Z employees at PT Agung Sedayu Group.

Job Satisfaction Moderates the Effect of Organizational Culture on Employee Performance

Research conducted by Syafrina and Mon (2024) states that job satisfaction moderates the influence of organizational culture on employee performance. Job satisfaction can moderate the influence of organizational culture on employee performance by strengthening the effectiveness of culture in encouraging performance. When employees are satisfied with the organization's environment and systems, they will be more influenced by the existing positive culture and show better performance. On the other hand, if employees feel dissatisfied with their work, even a good organizational culture may not be enough to motivate them to work more optimally, because dissatisfaction factors can reduce commitment and productivity. Based on this explanation, the following research hypothesis can be created:

H₇ : Job satisfaction moderates the influence of organizational culture on the performance of Gen Z employees at PT Agung Sedayu Group.

Job Satisfaction Moderates the Effect of Work Motivation on Employee Performance

Research conducted by Syafrina and Mon (2024) states that job satisfaction moderates the influence of work motivation on employee performance. Job satisfaction moderates the relationship between work motivation and employee performance by strengthening the impact of motivation on performance. Employees who are satisfied with their work tend to be more easily influenced by motivation, both intrinsic and extrinsic, which then results in better performance. However, when job satisfaction is low, the motivation provided may not be completely effective, because feeling dissatisfied can reduce the employee's drive to work harder or achieve higher goals. Based on this explanation, the following research hypothesis can be created:

H₈ : Job satisfaction moderates the influence of work motivation on the performance of Gen Z employees at PT Agung Sedayu Group.

Job Satisfaction Moderates the Effect of the Work Environment on Employee Performance

Research conducted by Warista et al. (2022) stated that job satisfaction moderates the influence of the work environment on employee performance. Job satisfaction also moderates the influence of the work environment on employee performance by increasing the positive

impact of a supportive environment. When employees feel satisfied with their work, a good work environment will further increase productivity and efficiency. However, if job satisfaction is low, even though the work environment is optimal, employee performance may still not increase significantly due to dissatisfaction factors that reduce their motivation and involvement in work. Based on this explanation, the following research hypothesis can be created:

H₉ : Job satisfaction moderates the influence of the work environment on the performance of Gen Z employees at PT Agung Sedayu Group.

RESEARCH METHOD

This study employs a quantitative research design with an associative approach to examine and elucidate the causal relationships among the variables under investigation. The population for this research comprises 153 employees working at PT Agung Sedayu Group. Sampling was conducted using a non-probability sampling technique, specifically purposive sampling, wherein respondents were selected based on specific criteria namely, Generation Z employees who have been employed at the company for at least one year. Applying these screening criteria, a primary sample of 115 respondents was obtained. Primary data were collected through a survey method utilizing a structured questionnaire with a 5-point Likert scale to measure all variable indicators.

Prior to the distribution of the questionnaire to the primary sample, the researcher conducted a pre-test, or initial pilot study, involving 30 respondents who were not part of the main research sample. This pre-test phase represents a critical stage in the research process, designed to assess the suitability and robustness of the research instrument. Data collected from these initial 30 respondents were analyzed to evaluate convergent validity through examination of outer loading values, ensuring that each item accurately reflects its corresponding latent variable. Additionally, the data were used to assess the internal consistency of the instrument by applying composite reliability and Cronbach's alpha tests. Only those measurement items that demonstrated both validity and reliability during this preliminary phase were subsequently employed in the main data collection, which involved 115 primary respondents.

The data analysis for this study was conducted entirely using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, facilitated by SmartPLS software. The selection of PLS-SEM was grounded in its robust capability to simultaneously evaluate complex research models. This method enables researchers to assess the direct effects of four independent variables while concurrently examining the moderating role of job satisfaction. Furthermore, PLS-SEM is considered a powerful analytical technique due to its high degree of flexibility and its independence from strict assumptions regarding data distribution. The application of PLS-SEM is particularly appropriate and well-suited for this study, given that the sample size of 115 respondents satisfies the Ten-times Rule a guideline recommending a minimum sample size for SEM models of moderate complexity, thereby ensuring that the analysis achieves sufficient statistical power to support valid and reliable conclusions.

RESULTS AND DISCUSSION

Outer Loading Test Results

The results of the outer loading test carried out on 30 respondents outside the sample to test whether or not the statements of this research questionnaire were valid can be seen in Figure 1.

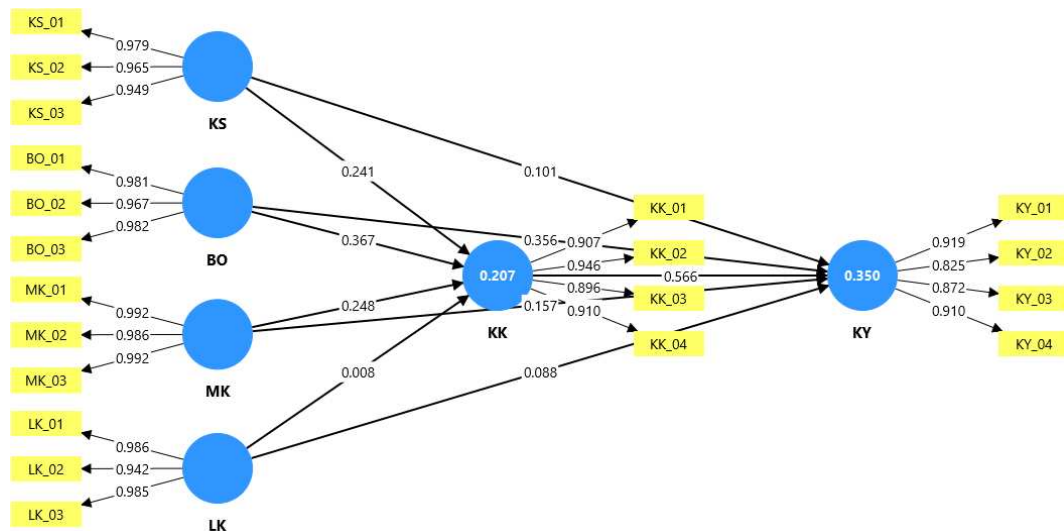


Figure 1. Outer Outer Pride

Outer loading testing is carried out to evaluate convergent validity, namely, to ensure that each indicator or statement item accurately measures the latent variable it represents. Based on the results of the analysis of all indicators used in this research, the outer loading value is greater than the recommended threshold of 0,70, The values obtained ranged from 0,825 to 0,992 which confirms that each questionnaire item has a very strong correlation with its respective construct. Thus, it can be concluded that all research instruments used are valid and capable of measuring the variables studied accurately.

Composite Reliability Test Results

The results of composite reliability testing carried out on 30 respondents outside the sample to test whether or not the statements of this research questionnaire were valid can be seen in Table 1.

Table 1. Composite Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Situational Leadership (KS)	0,963	0,976	Reliable
Organizational Culture (BO)	0,976	0,984	Reliable
Work Motivation (MK)	0,990	0,993	Reliable
Work Environment (LK)	0,980	0,980	Reliable
Job Satisfaction (KK)	0,935	0,954	Reliable
Employee Performance (KY)	0,905	0,933	Reliable

Source: Data Processed with Smart PLS (2025)

Composite reliability testing aims to assess the reliability or internal consistency of all the indicators that form a latent variable. The test results presented in Table 1 show that all research variables, both independent, moderating and dependent, have Composite Reliability and Cronbach's Alpha values that are far above the minimum standard of 0,70, Composite

Reliability values ranging from 0,933 to 0,993 indicate that each set of indicators consistently and reliably measures its construct. Therefore, the measurement model in this research can be stated to have a very high level of reliability.

R Square Variance Analysis Results

The results of the R Square variance analysis in this research can be seen in Table 2.

Table 2. Results of R Square Variance Analysis

Variable	Adjusted R Square
Job Satisfaction (KK)	0,842
Employee Performance (KY)	0,840

Source: Data Processed with Smart PLS (2025)

R Square analysis is used to measure the ability of the predictor variables in the research model to explain variations in the dependent variable. Based on Table 2, the Adjusted R Square value is 0,842 for the Job Satisfaction (KK) variable, which means that 84.2% of the variation in job satisfaction can be explained by the variable's situational leadership, organizational culture, work motivation and work environment. Furthermore, the Adjusted R Square value for the Employee Performance (KY) variable is 0,837 which indicates that 83.7% of the variation in employee performance can be explained by the variable's situational leadership, organizational culture, work motivation, work environment and job satisfaction. These two values are classified in the substantial (strong) category, so it can be concluded that this research model has very good predictive power.

F Square Analysis Results

The results of the F Square analysis in this research can be seen in Table 3.

Table 3. Results of F Square Analysis

Influence of Variables	<i>F-Square</i>	Information
Situational Leadership → Job Satisfaction	0,577	Big
Organizational Culture → Job Satisfaction	0,263	Currently
Work Motivation → Job Satisfaction	0,679	Big
Work Environment → Job Satisfaction	0,303	Currently
Situational Leadership → Employee Performance	0,108	Small
Organizational Culture → Employee Performance	0,320	Currently
Work Motivation → Employee Performance	0,528	Big
Work Environment → Employee Performance	0,011	Very small
Job Satisfaction → Employee Performance	0,217	Currently

Source: Data Processed with Smart PLS (2025)

F Square analysis is carried out to determine the magnitude of the influence or relative contribution of each independent variable to the dependent variable in the structural model. The results in Table 3 show that the variables Work Environment (0.303), Work Motivation (0,679), and Situational Leadership (0,577) have a large effect (large effect) on Job Satisfaction, while Organizational Culture (0,263) has a medium effect (medium effect). On Employee Performance, Work Motivation (0,528) shows a large influence, followed by Organizational Culture (0,320) and Job Satisfaction (0,217) with a moderate influence. On the other hand,

Situational Leadership (0,108) has a small effect, and Work Environment (0,011) has a very small and negligible effect.

Path Coefficients Analysis Results

The results of the path coefficients analysis in this research can be seen in Table 4.

Table 4. Results of Path Coefficients Analysis

Influence	Path Coefficient	P-Value
Situational Leadership → Job Satisfaction	0,286	0,003
Organizational Culture → Job Satisfaction	0,164	0,014
Work Motivation → Job Satisfaction	0,138	0,000
Work Environment → Job Satisfaction	0,570	0,000
Situational Leadership → Employee Performance	0,144	0,007
Organizational Culture → Employee Performance	0,189	0,000
Work Motivation → Employee Performance	0,147	0,000
Work Environment → Employee Performance	0,063	0,199
Job Satisfaction → Employee Performance	0,433	0,000
Situational Leadership → Job Satisfaction → Employee Performance	0,124	0,007
Organizational Culture → Job Satisfaction → Employee Performance	0,071	0,030
Work Motivation → Job Satisfaction → Employee Performance	0,060	0,000
Work Environment → Job Satisfaction → Employee Performance	0,247	0,001

Source: Data Processed with Smart PLS (2025)

Based on path coefficient analysis, this study confirms that situational leadership, organizational culture, work motivation, and job satisfaction have a positive and significant impact on the performance of Gen Z employees at PT Agung Sedayu Group, whereas the work environment does not demonstrate a significant direct effect. However, the findings highlight the vital role of job satisfaction, which significantly moderates and strengthens the influence of all independent variables, including the work environment, on employee performance, indicating that high employee satisfaction serves as a key catalyst in optimizing the effectiveness of these managerial factors for organizational productivity.

Discussion

The analysis of the findings indicates that situational leadership, organizational culture, and work motivation exert a significant and positive influence on the performance of Generation Z employees. This influence extends beyond statistical significance and is fundamentally tied to the distinctive characteristics of this generation. As digital natives, Gen Z individuals prioritize autonomy, rapid feedback, and opportunities for professional development, often favoring these elements over traditional, inflexible work structures. Consequently, they demonstrate markedly improved performance when leaders tailor their guidance to individual needs, rather than relying on uniform, standardized approaches. Likewise, an organizational culture that encourages innovation resonates strongly with their inclination toward experimentation and collaborative problem-solving, thereby reducing the dissatisfaction typically associated with rigid hierarchical systems. Work motivation further emerges as a pivotal factor, given that this cohort is inherently goal-driven; their engagement and output increase substantially when they perceive their efforts as both recognized and meaningful.

In contrast, the physical work environment was found to have no statistically significant direct effect on performance. While PT Agung Sedayu Group provides modern facilities such as open-plan offices, these spaces are occasionally interpreted by younger employees not as enablers of collaboration, but as mechanisms for heightened surveillance. As a result, the mere presence of such physical infrastructure does not inherently enhance productivity. More importantly, job satisfaction has been identified as the central determinant of performance, functioning not only as the most powerful direct predictor but also as a significant moderate variable across all independent factors. This outcome aligns logically with Gen Z's pronounced emphasis on work-life balance, psychological well-being, and long-term career progression. In its moderating role, job satisfaction acts as a critical accelerator when employees feel intrinsically fulfilled by their roles and future prospects, they are more inclined to fully leverage supportive leadership and a constructive organizational culture. At the same time, this sense of satisfaction serves as a psychological safeguard, enabling individuals to maintain high performance levels even in the face of suboptimal physical working conditions or environmental constraints.

CONCLUSION

This study demonstrates that situational leadership, organizational culture, and work motivation exert a significant positive influence on the performance of Generation Z employees at PT Agung Sedayu Group. From a theoretical standpoint, the research advances human resource management scholarship by clarifying the conditional dynamics of these relationships, particularly through the moderating function of job satisfaction. Job satisfaction emerges not only as the most robust direct predictor of employee performance but also as a pivotal boundary condition that enhances the effectiveness of leadership and organizational practices. Notably, while the physical work environment does not independently affect performance, its influence becomes statistically significant when mediated by high levels of job satisfaction. This finding underscores the proposition that improvements to the physical workspace are only impactful when employees experience intrinsic psychological fulfillment. Both academically and practically, these results suggest that organizations cannot depend exclusively on structural or environmental modifications to elevate the performance of Generation Z workers. Rather, management must place greater emphasis on cultivating intrinsic job satisfaction through meaningful work assignments and transparent career progression as the foundational mechanism that enables adaptive leadership, a culture of innovation, and an optimized physical environment to yield their full potential. For future theoretical advancement, it is recommended that subsequent studies empirically validate this moderated framework across varied industrial contexts and incorporate additional variables, such as work-life balance or psychological well-being, to further elucidate the multifaceted determinants of performance among digital-native employees.

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