

The Influence of Organizational Culture, Work Environment, and Leadership Style on Work Motivation and its Impact on Job Satisfaction of Generation Z Civil Apparatus (ASN) in the Bandung Regency Government

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ABSTRACT

The research background is based on the conditions of Generation Z entering the workforce and their distinct work expectations. This study aims to analyze the influence of Organizational Culture, Work Environment, and Leadership Style on Work Motivation and their impact on the Job Satisfaction of Generation Z Aparatur Sipil Negara (ASN) in the Bandung Regency Government. The research method employs a descriptive and verification approach, utilizing questionnaires for data collection and Structural Equation Modeling (SEM) for analysis. The findings indicate that Organizational Culture, Work Environment, and Leadership Style have a positive and significant effect on Work Motivation. Directly, Organizational Culture and Leadership Style significantly influence Job Satisfaction, whereas Work Environment does not have a significant effect. Work Motivation is shown to have the most dominant influence on Job Satisfaction and acts as a mediator in the relationship between Organizational Culture and Job Satisfaction, but does not mediate the influence of Work Environment and Leadership Style on Job Satisfaction. Overall, the study highlights the importance of strengthening organizational culture, promoting adaptive leadership, and enhancing motivational aspects to support the job satisfaction of Generation Z civil servants in facing bureaucratic transformation.

KEYWORDS *Organizational Culture; Work Environment; Leadership Style; Work Motivation; Job Satisfaction; Generation Z; Civil Servants; Public Sector; Structural Equation Modeling (SEM); Bureaucratic Transformation.*



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INTRODUCTION

Indonesia has significant human resource (HR) potential; however, workforce quality remains a key factor in enhancing competitiveness (Andriam, 2021; Bangun, 2016; Tayibnapis et al., 2018; Widyanty et al., 2020). From a modern management perspective, HR is regarded as a critical asset, making employee development, coaching, and engagement essential (Hooi, 2021; Kosyva et al., 2024; Mishra, 2024; Parween, 2024; Saks, 2022). Data from the Indonesian workforce show that Generation X (Gen X) and Generation Y (Gen Y) still dominate workforce participation, while Generation Z (Gen Z) is beginning to enter the labor market.

In the Bandung Regency Government, employees are predominantly from the Gen X and Gen Y categories, while Gen Z is beginning to take on roles—particularly in tasks that require technological adaptation (Iona et al., 2021; Pranoto, 2021). Despite their potential, Gen Z requires special attention due to their distinct work characteristics. Researchers conducted a pre-survey using a simple questionnaire with 30 Gen Z Aparatur Sipil Negara (ASN) respondents within the Bandung Regency Government.

The pre-survey results showed an average job satisfaction score of 3.33 (Good category), with the lowest indicator related to satisfaction with tasks assigned by superiors. Gen Z's work motivation was also found to be suboptimal, particularly regarding collaboration with coworkers. The leadership style survey revealed a tendency toward an instructive style, providing limited space for subordinate participation (variable scale 3.05). The physical work environment and social relationships were rated as good; however, opportunities for career development and training remained suboptimal. In terms of organizational culture, the indicator of diligence in tasks received the highest score, while the fulfillment of work needs was rated less than optimal, indicating the need for stronger organizational support for employees.

These findings suggest that although general working conditions are fairly good, several important aspects remain suboptimal—especially job satisfaction, motivation, leadership style, work environment, and organizational culture. This highlights the need for strategic efforts to enhance the job satisfaction of Gen Z employees, considering their increasingly vital role in supporting bureaucratic transformation and improving public services within the Bandung Regency Government.

The relationship between organizational factors, motivation, and job satisfaction has been widely explored in various contexts. Zaelani et al. (2024) found that organizational culture and compensation significantly influence employee productivity through job satisfaction, underscoring the pivotal role of a supportive organizational environment. Similarly, Daniyati et al. (2022) demonstrated that leadership style, work environment, and compensation collectively affect employee job satisfaction, with leadership style being a particularly strong predictor. In the public sector context, Saputra and Mulia (2020) revealed that compensation and work motivation significantly contribute to employee job satisfaction in educational institutions. Furthermore, Darmawan and Muttaqin (2023) showed that leadership style and motivation affect employee performance, with job satisfaction serving as a key intervening variable. However, most of these studies focus on general workforce populations or specific sectors such as hospitality and education, with limited exploration of Generation Z employees within local government bureaucracies. The unique characteristics, values, and expectations of Gen Z—such as their emphasis on flexibility, purpose, and digital integration—suggest that the dynamics influencing their motivation and satisfaction may differ.

This study seeks to address this gap by investigating the influence of organizational culture, work environment, and leadership style on work motivation and its subsequent impact on the job satisfaction of Generation Z civil servants in the Bandung Regency Government. By doing so, it provides context-specific insights for managing this emerging generational cohort in the public sector. This research is expected to yield both theoretical and practical benefits. Theoretically, it aims to enrich the literature on human resource management and organizational behavior, particularly regarding the drivers of work motivation and job

satisfaction among Generation Z in the public sector. It will test and potentially extend existing models by incorporating the unique mediating role of work motivation within this demographic. Practically, the findings are intended to offer actionable recommendations for the leadership and human resource department of the Bandung Regency Government. These insights can guide the formulation of more effective policies and management strategies, such as fostering a more adaptive organizational culture, designing a supportive work environment aligned with Gen Z preferences, and applying leadership styles that enhance motivation and job satisfaction. Ultimately, by improving the job satisfaction of Gen Z civil servants, this study contributes to strengthening overall organizational performance, advancing bureaucratic reform, and improving the quality of public services in the region.

RESEARCH METHOD

The methods used in this study are descriptive and verification. Accordingly, this study tests the validity of the influence of organizational culture, work environment, and leadership style on work motivation and their impact on job satisfaction among Generation Z Aparatur Sipil Negara (ASN) within the Bandung Regency Government. Data collection is based on both primary and secondary sources. Primary data are obtained from field research using questionnaires distributed to respondents, while secondary data are derived from literature reviews, research journals, magazines, newspapers, internet sources, and other scientific papers relevant to the variables studied. The sampling technique employed is simple random sampling. The data analysis method used is the Structural Equation Model (SEM).

RESULT AND DISCUSSION

Organizational Culture Measurement Model

According to Zaelani et al. (2024), organizational culture is a shared perception held by all employees within a company that can influence their work methods and behaviors, thereby distinguishing the organization from others. The measurement model (unidimensional) for the latent variable Organizational Culture (X_1), predicted by the dimensions of innovativeness, risk-taking (X_{11}), results orientation (X_{12}), employee orientation (X_{13}), and detail orientation (X_{14}), can be described as follows:

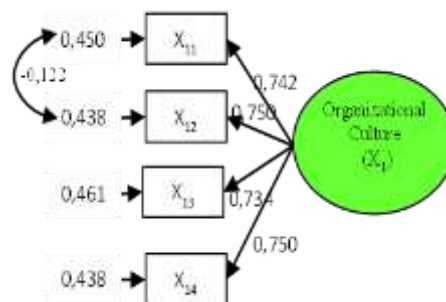


Figure 1. Organizational Culture Measurement Model

Source: Processed Primary Data by Researcher, 2025

In the Organizational Culture measurement model (X_1), the dimensions with the largest standardized loading factors are results-oriented (X_{12}) and task-detail-oriented (X_{14}), with a value of 0.750 ($R^2 = 0.563$). This means that the results-oriented (X_{12}) and task-detail-oriented (X_{14}) dimensions predict Organizational Culture by 56.3% with a 43.8% error rate.

Meanwhile, the employee-oriented dimension (X13) has the smallest standardized loading factor, at 0.734 ($R^2 = 0.539$). This means that the employee-oriented dimension only predicts Organizational Culture by 53.9% with a 46.1% error rate.

Work Environment Measurement Model

According to Nitisemito (in Daniyati et al., 2022), the work environment is everything around employees that can influence their performance of assigned tasks, such as air conditioning (AC), adequate lighting, and so on. The measurement model (unidimensional) for the latent variable Work Environment (X2) predicted by the dimensions of Physical Work Environment (X21) and Non-Physical Work Environment (X22) can be described as follows:

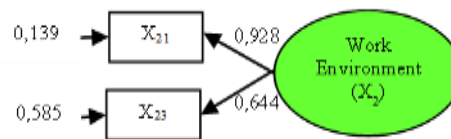


Figure 2. Work Environment Measurement Model

Source: Processed Primary Data by Researcher, 2025

In the Work Environment measurement model (X2), the dimension with the largest standardized loading factor is the Physical Work Environment (X21) at 0.928 ($R^2 = 0.861$), meaning the Physical Work Environment dimension predicts the Work Environment by 86.1% with an error of 13.9%. Meanwhile, the Non-Physical Work Environment dimension (X22) had the smallest standardized loading factor at 0.644 ($R^2 = 0.425$), meaning the Non-Physical Work Environment dimension only predicts the Work Environment by 42.5% with an error of 58.5%.

Leadership Style Measurement Model

According to Rivai (2018), leadership style is a set of characteristics used by leaders to influence subordinates to achieve organizational goals. It can also be said that leadership style is the behavioral patterns and strategies preferred and frequently implemented by a leader. The measurement model (unidimensional) for the latent variable Leadership Style (X3) predicted by the dimensions of Consultative Style (X31), Participative Style (X32), Delegative Style (X33), and Instructive Style (X34) can be described as follows:

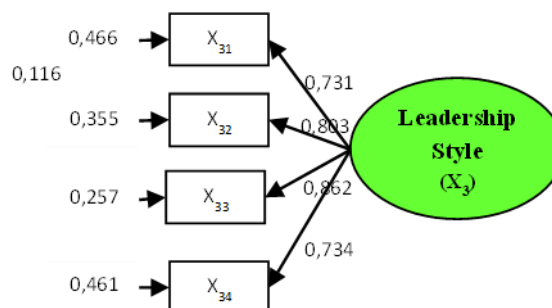


Figure 3. Leadership Style Measurement Model

Source: Processed Primary Data by Researcher, 2025

In the Delegative Style measurement model (X33), the dimension with the largest standardized loading factor is Adherence to Work Behavior Rules (X33) at 0.862 ($R^2 = 0.743$). This means that the Delegative Style dimension predicts Leadership Style by 74.3% with a 25.7% error rate. Meanwhile, the Consultative Style dimension (X31) has the smallest standardized loading factor at 0.731 ($R^2 = 0.534$). This means that the Consultative Style dimension only predicts Leadership Style by 53.4% with a 46.6% error rate.

Work Motivation Measurement Model

Hasibuan (2020) defines motivation as the driving force that creates enthusiasm in individuals so that they are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. The measurement model (unidimensional) for the latent variable Work Motivation (Y) predicted by the dimensions of Physical needs (Y1), Safety and security needs (Y2), Social needs (Y3), Need for respect (Y4), and Self-actualization needs (Y5) can be described as follows:

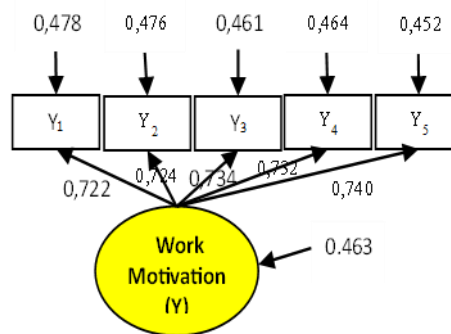


Figure 4. Work Motivation Measurement Model

Source: Processed Primary Data by Researcher, 2025

In the Work Motivation (Y) measurement model, the dimension with the largest standardized loading factor is the Need for Self-Actualization (Y5) at 0.740 ($R^2 = 0.548$), meaning the Need for Self-Actualization dimension predicts Work Motivation by 54.8% with a margin of error of only 45.2%. Meanwhile, the Physical Needs dimension (Y1) had the smallest standardized loading factor of 0.722 ($R^2 = 0.521$), meaning the Physical Needs dimension only predicts job satisfaction by 52.1% with a margin of error of 42.7%.

Job Satisfaction Measurement Model

According to Robbins (2021), job satisfaction is defined as a general attitude toward one's job, which indicates the difference between the amount of rewards workers receive and the amount they believe they should receive. The measurement model (unidimensional) for the latent variable Job Satisfaction (Z) predicted by the dimensions Job (Z1), Wages (Z2), Promotion (Z3), Supervision (Z4) Coworkers (Z5), can be described as follows:

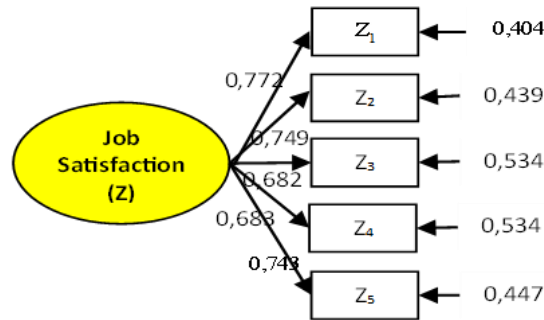


Figure 5. Job Satisfaction Measurement Model
Source: Processed Primary Data by Researcher, 2025

In the Job Satisfaction (Z) measurement model, the dimension with the largest standardized loading factor is Wages (Z2) at 0.749 ($R^2 = 0.561$), meaning the Wages dimension predicts Job Satisfaction by 56.1% with a 43.9% error rate. Meanwhile, the Promotion dimension (Z3) has the smallest standardized loading factor at 0.682 ($R^2 = 0.465$), meaning the Promotion dimension only predicts Job Satisfaction by 46.5% with a 53.4% error rate.

Hypothesis Testing of Organizational Culture on Work Motivation

The structured model equation for Organizational Culture on Job Satisfaction among Gen Z Employees in the Bandung Regency Government, part of Figure 6, is expressed as:

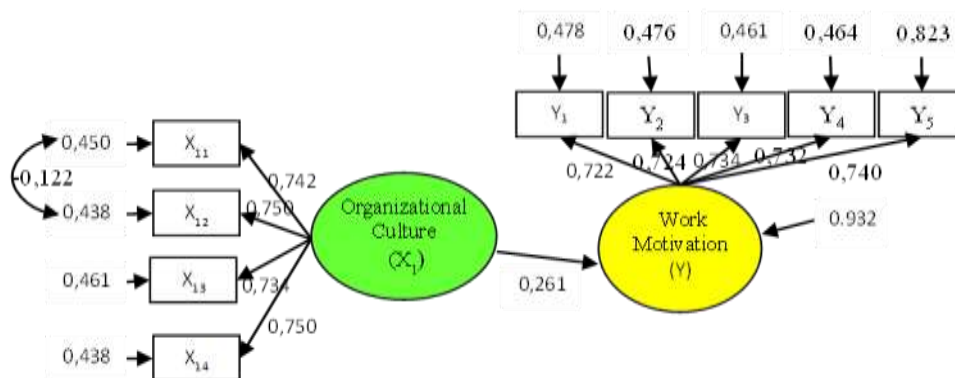


Figure 6. The Influence of Organizational Culture on Work Motivation
Work Motivation (Y) = 0.261 Organizational Culture (X1) + 0.932

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated t-value with the critical value in the table, $t = 3.189 > 1.96$, thus rejecting the null hypothesis. This means that organizational culture, consisting of the dimensions of innovativeness, risk-taking, results-oriented, employee-oriented, and detail-oriented, has a positive influence on work motivation among Gen Z employees in the Bandung Regency Government. The direct effect of organizational culture on work motivation is 6.81%.

Hypothesis Testing of the Work Environment on Work Motivation

The structured model equation for the work environment on job satisfaction among Gen Z employees in the Bandung Regency Government, which is part of Figure 7, is expressed as:

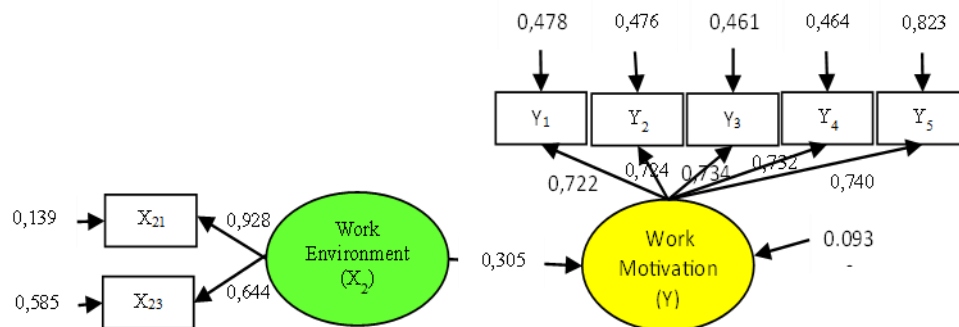


Figure 7. The Influence of the Work Environment on Work Motivation

$$\text{Work Motivation (Y)} = 0.305 \text{ Work Environment (X}_2\text{)} + 0.0930$$

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated t-value with the critical value in the table, $t = 3.458 > 1.96$, thus rejecting the null hypothesis. This means that the Work Environment, consisting of the Physical Work Environment and Non-Physical Work Environment dimensions, has an impact on Job Satisfaction among Gen Z Employees in the Bandung Regency Government. The direct effect of the Work Environment on Job Satisfaction is 9.30%.

Hypothesis Test of Leadership Style on Work Motivation

The structured model equation for Leadership Style on Work Motivation among Gen Z Employees in the Bandung Regency Government, which is part of Figure 8, is expressed as:

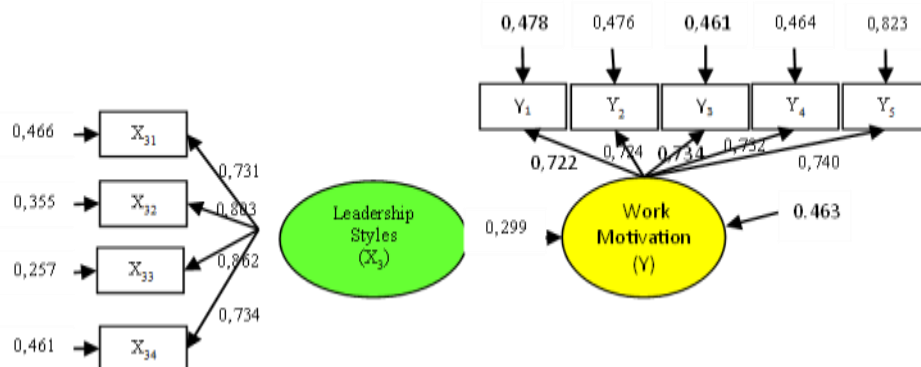


Figure 8. The Effect of Leadership Style on Work Motivation

$$\text{Work Motivation (Y)} = 0.299 \text{ Leadership Style (X}_3\text{)} + 0.0894$$

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated t-value with the critical value in the table, $t = 3.724 > 1.96$, thus rejecting the null hypothesis. This means that Leadership Style, consisting of the dimensions of Consultative Style, Participative Style, Delegative Style, and Instructive

Style, has a positive influence on Work Motivation among Gen Z Employees in the Bandung Regency Government. The direct effect of Leadership Style on Work Motivation is 8.94%.

Hypothesis Testing Organizational Culture on Job Satisfaction

The structured model equation of Organizational Culture on Job Satisfaction among Gen Z Employees in the Bandung Regency Government, which is part of Figure 9, is expressed as:

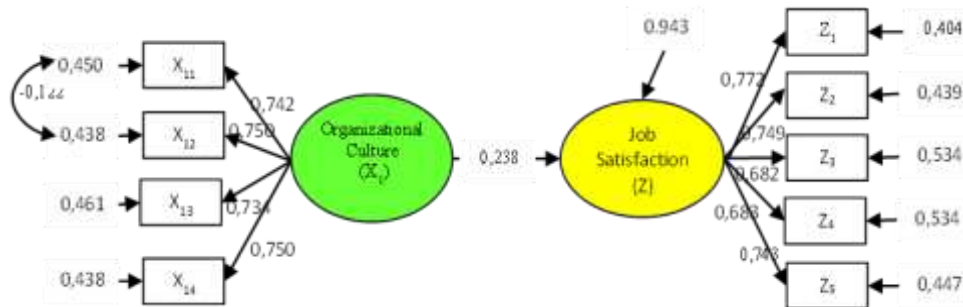


Figure 9. The Effect of Organizational Culture on Job Satisfaction

$$\text{Job Satisfaction (Z)} = 0.238 \text{ Organizational Culture (X1)} + 0.943$$

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated t-value with the critical value in the table, $t = 3.623 > 1.96$, thus rejecting the null hypothesis. This means that Organizational Culture, consisting of the dimensions of innovativeness, risk-taking, results-oriented, employee-oriented, and detail-oriented, has a direct effect on Job Satisfaction among Gen Z Employees in the Bandung Regency Government. The direct effect of Organizational Culture on Job Satisfaction is 5.66%.

Hypothesis Testing of Work Environment on Job Satisfaction

The structured model equation of Work Environment on Job Satisfaction among Gen Z Employees in the Bandung Regency Government is part of Figure 10, which is stated as:

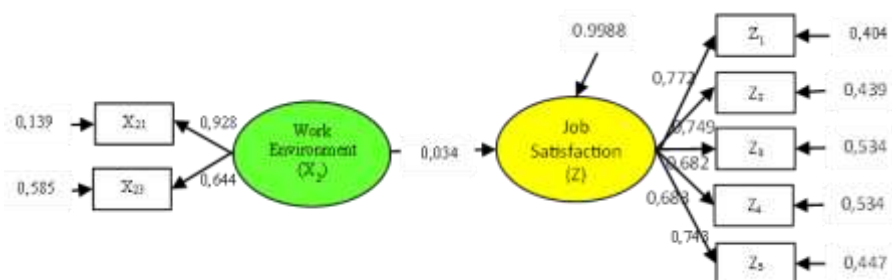


Figure 10. The Effect of Work Environment on Job Satisfaction

$$\text{Job Satisfaction (Y)} = 0.034 \text{ Work Environment (X2)} + 0.9988$$

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated t-value with the critical value in the table,

$t = 0.504 < 1.96$, thus rejecting the null hypothesis. This means that the Work Environment, consisting of the Physical Work Environment and Non-Physical Work Environment dimensions, has an impact on Job Satisfaction among Gen Z Employees in the Bandung Regency Government. The direct effect of the Work Environment on Job Satisfaction is 0.12%.

Hypothesis Test: Leadership Style on Job Satisfaction

The structured model equation for Leadership Style on Job Satisfaction among Gen Z Employees in the Bandung Regency Government is part of Figure 11, expressed as:

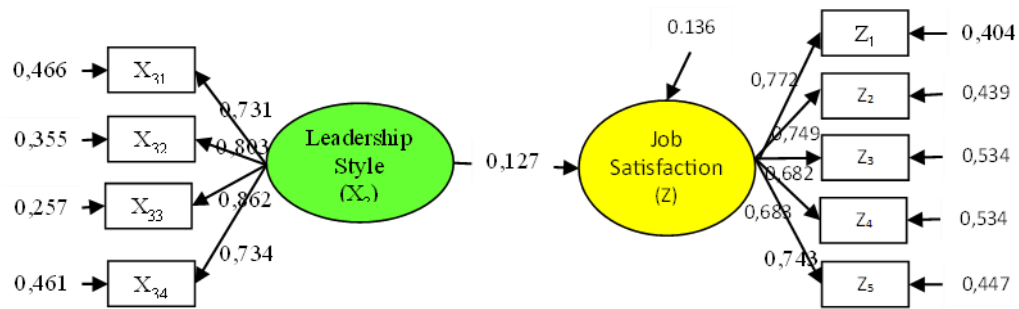


Figure 11. The Effect of Leadership Style on Job Satisfaction

$$\text{Job Satisfaction (Y)} = 0.147 \text{ Leadership Style (X3)} + 0.9839$$

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated t-value with the critical value in the table, $t = 1.975 > 1.96$, thus rejecting the null hypothesis. This means that Leadership Style, consisting of the dimensions of Consultative Style, Participative Style, Delegative Style, and Instructive Style, has a direct effect on Job Satisfaction among Gen Z Employees in the Bandung Regency Government. The direct effect of Leadership Style on Job Satisfaction is 1.61%.

Hypothesis Test: Work Motivation on Job Satisfaction

The structured model equation for Work Motivation on Job Satisfaction among Gen Z Employees in the Bandung Regency Government, which is part of Figure 12, is expressed as:

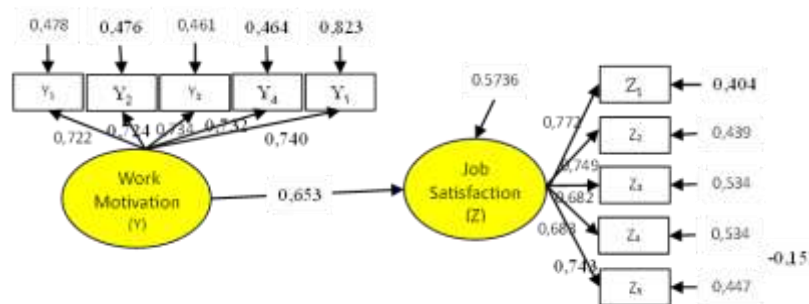


Figure 12. The Effect of Work Motivation on Job Satisfaction

$$\text{Job Satisfaction (Z)} = 0.653 \text{ Work Motivation (Y)} + 0.5736$$

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at a 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated t-value with the critical value in the table, $t = 7.180 > 1.96$, thus rejecting the null hypothesis. This means that work motivation, consisting of physical needs, safety and security needs, social needs, esteem needs, and self-actualization needs, influences job satisfaction among Gen Z employees in the Bandung Regency Government. The direct effect of job satisfaction on job satisfaction is 51.55%.

Hypothesis Test Work Motivation Mediates the Positive Relationship Between Organizational Culture and Job Satisfaction

The structured model equation for work motivation mediating the positive relationship between organizational culture and job satisfaction among Gen Z employees in the Bandung Regency Government is part of Figure 13, as shown:

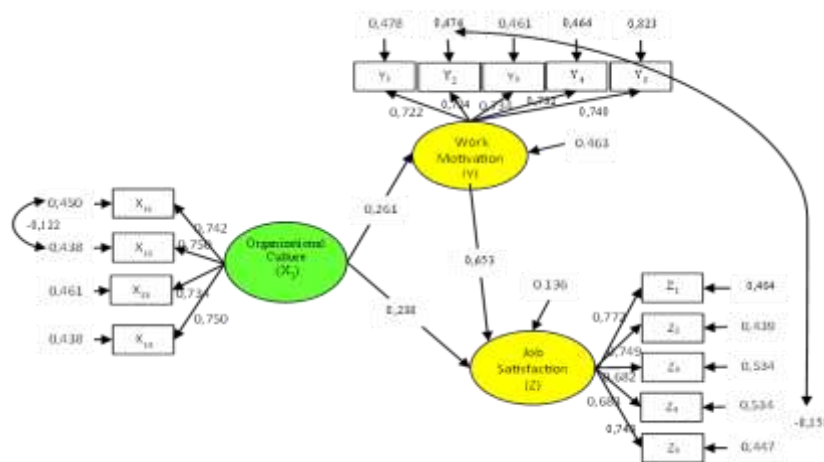


Figure 13. Work Motivation Mediates the Positive Relationship Between Organizational Culture and Job Satisfaction

$$\text{Work Motivation (Y)} = 0.261 \text{ Organizational Culture (X)} + 0.9319$$

$$\text{Job Satisfaction (Z)} = 0.238 \text{ Organizational Culture (X)} + 0.653 \text{ Job Satisfaction (Y)} + 0.136$$

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated Sobel z-value with the critical value in the table, $z = 2.386 > 1.96$, thus rejecting the null hypothesis. This means that work motivation mediates the positive relationship between organizational culture and job satisfaction among Gen Z employees in the Bandung Regency Government.

Hypothesis Test Work Motivation Mediates a Positive Relationship Between Work Environment and Job Satisfaction

The structured model equation for Work Motivation mediating a positive relationship between Work Environment and Job Satisfaction among Gen Z Employees in the Bandung Regency Government is part of Figure 14, as shown:

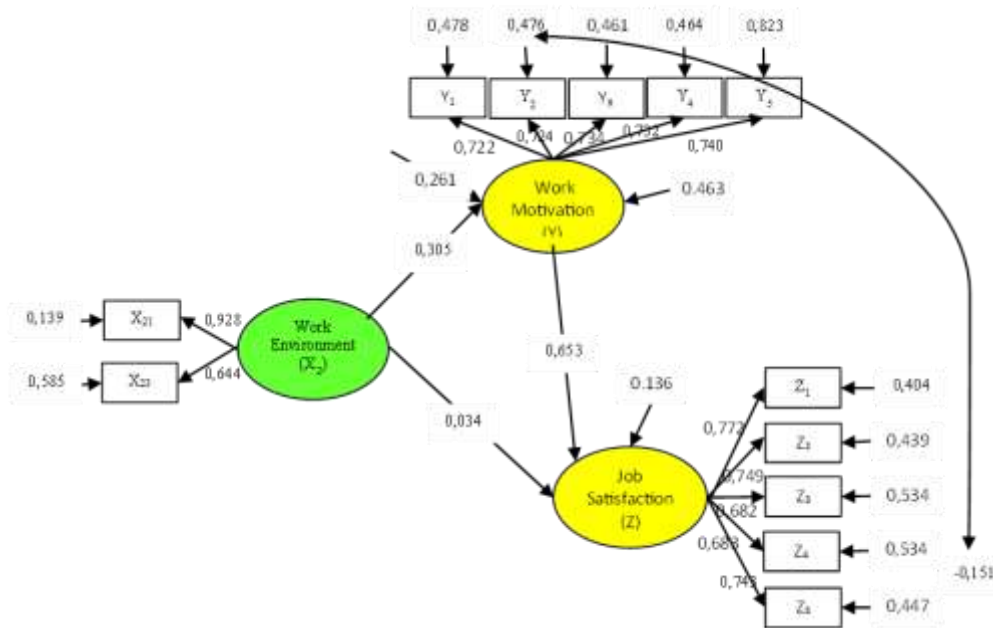


Figure 14. Work Motivation has an influence as a mediator of the positive relationship between the work environment and job satisfaction

$$\text{Work Motivation (Y)} = 0.305 \text{ Work Environment (X2)} + 0.9319$$

$$\text{Job Satisfaction (Z)} = 0.034 \text{ Work Environment (X2)} + 0.653 \text{ Work Motivation (Y)} + 0.463$$

Source: Processed Primary Data by Researcher, 2025

For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated Sobel z value with the critical value in the table, $z = 0.502 < 1.96$, thus accepting the null hypothesis. This means that Work Motivation does not mediate the positive relationship between Work Environment and Job Satisfaction among Gen Z Employees in the Bandung Regency Government.

Hypothesis Test Work Motivation Mediates the Positive Relationship Between Leadership Style and Job Satisfaction

The structured model equation for Work Motivation mediating the positive relationship between Leadership Style and Job Satisfaction among Gen Z Employees in the Bandung Regency Government is part of Figure 15, as shown:

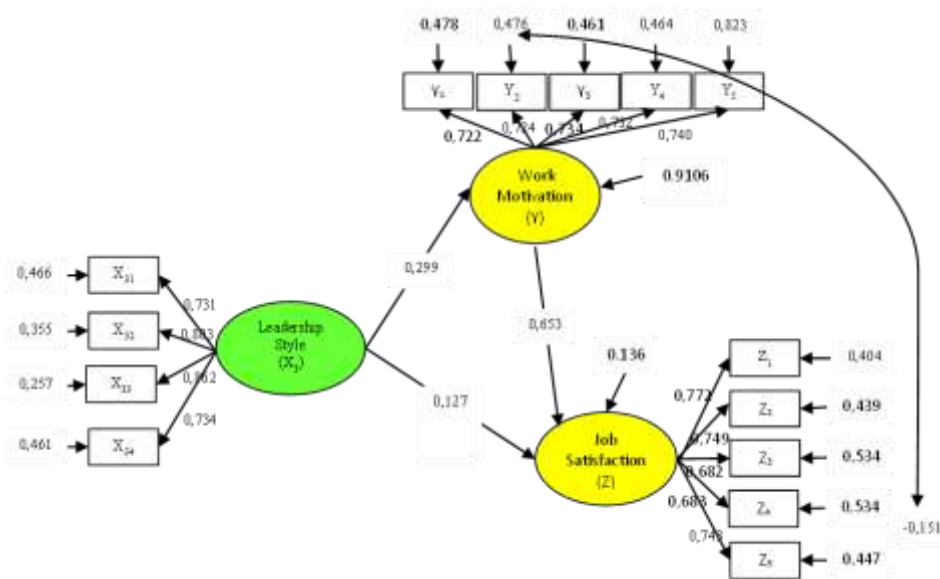


Figure 15

Work Motivation Mediates the Positive Relationship Between Leadership Style and Job Satisfaction

$$\text{Work Motivation (Y)} = 0.299 \text{ Leadership Style (X3)} + 0.9106$$

Source: Processed Primary Data by Researcher, 2025

Job Satisfaction (Z) = 0.127 Leadership Style (X3) + 0.633 Work Motivation (Y) + 0.6120 For a two-tailed test, at the 95% confidence level, the critical value of the standard z-normal distribution is 1.96. Comparing the calculated Sobel z value with the critical value in the table, $z = 1.753 < 1.96$, thus accepting the null hypothesis. This means that work motivation does not mediate the positive relationship between leadership style and job satisfaction among Gen Z employees in the Bandung Regency Government.

CONCLUSION

Based on the results of this study, the organizational culture, work environment, leadership style, work motivation, and job satisfaction of Generation Z Aparatur Sipil Negara (ASN) in the Bandung Regency Government are generally good, although several important aspects still require improvement. Organizational culture, work environment, and leadership style have been shown to exert a positive and significant influence on work motivation, with the work environment having the greatest impact. Organizational culture and leadership style significantly influence job satisfaction, whereas the work environment has no direct effect. Work motivation is the most dominant factor in enhancing the job satisfaction of Gen Z civil servants and effectively mediates the relationship between organizational culture and job satisfaction; however, it does not mediate the relationship between work environment and leadership style and job satisfaction. Therefore, improving the job satisfaction of Gen Z civil servants can be achieved by strengthening a supportive organizational culture, applying more participatory and adaptive leadership, and implementing motivation-enhancing strategies that emphasize self-actualization and career development opportunities for the younger generation of bureaucrats.

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