Factors Affecting Generation Z Employee Performance: Analysis of Organizational Culture, Leadership Style and Information Technology

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Abstract: The purpose of this study is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The article on factors that influence the performance of generation Z employees: Analysis of corporate culture, leadership style and information technology is a scientific literature article in the scope of human resource management. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Corporate Culture influences the Performance of Generation Z Employees; 2) Leadership Style influences the Performance of Generation Z Employees; and 3) Information Technology influences the Performance of Generation Z Employees.

Keyword: Generation Z Employee Performance, Organizational Culture, Leadership Style, Information Technology

INTRODUCTION

Generation Z, the newest age group in the workforce, has distinct expectations and needs that differ from other generations. They are more adaptable to technology, have high expectations for work-life balance, and prefer a welcoming and helpful work atmosphere. As a result, knowing the elements that drive performance is critical for firms seeking to remain competitive and relevant. Organizational culture influences Generation Z employees' behavior, attitudes, and work ethic (Widjanarko et al., 2023).

Organizational cultures that are inclusive, open, and supportive of innovation tend to boost employee engagement and productivity. Furthermore, the organization's leadership style has a significant impact on Generation Z employees' performance. An authoritarian leadership style may no longer be effective, as this generation prefers a collaborative, communicative leadership style that encourages individual development. On the other hand, information technology plays an important role in determining the success of Generation Z employees. They are comfortable with technology and demand sophisticated and effective work tools to help them complete their everyday responsibilities (Widodo, 2017).

As a result, firms seeking to maximize the potential of Generation Z employees must be able to supply technology that meets their requirements. The proper integration of corporate culture, leadership style, and information technology will result in a productive, innovative, and pleasant work environment for Generation Z workers. Without addressing these issues, firms risk losing important young talent and witnessing a drop in overall performance (Aziz et al., 2021).

Based on the background of the problem above, the following problem formulations are determined: 1) Does Organizational Culture affect the Performance of Generation Z Employees?; 2) Does Leadership Style affect the Performance of Generation Z Employees?; and 3) Does Information Technology affect the Performance of Generation Z Employees?.

METHOD

This literature review was conducted using descriptive qualitative techniques. The data collection technique is by conducting a literature investigation or examining relevant previous works. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is obtained from online academic media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. In addition, it was obtained from e-libraries of well-known campuses such as Harvard Library, Oxford Libraries and Cambridge Library. The existing literature review allows researchers to learn how the research subject has been discussed previously, find gaps in the literature, and choose the right methodological approach. This helps in the development of sharper and more relevant research topics, and ensures that new research makes a significant contribution to existing fields of study, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION
Results

Based on the background of the problem and the formulation of the problem above, the results of this study are as follows:
Generation Z Employee Performance

Generation Z employee performance is related to the productivity, efficiency, and work output of people born between the mid-1990s and early 2010s. This generation has distinctive attributes that set them apart from previous generations, including Generations X and Y (Millennials). Generation Z personnel are typically raised in the digital age, so they have a high level of familiarity with technology and the internet. Their advanced digital skills often allow them to effectively utilize technological devices and social platforms. In addition, they have a tendency to pursue jobs that provide flexibility in terms of work location and hours, as well as prospects for personal and professional development. Employees of this age group are more likely to express their ideas and ethics openly, actively seeking out companies that share and uphold the same ideals. They prioritize quick and helpful feedback and prefer to work in cooperative teams. However, difficulties in effectively monitoring their productivity include the requirement for continuous engagement and a tendency to quickly lose interest in monotonous tasks (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

The indicators or dimensions contained in the Generation Z Employee Performance variable include: 1) Digital Skills: Proficiency in utilizing digital technology and software, which includes the capacity to adapt easily to developing technology. Generation Z is renowned for its exceptional technology skills, which is a valuable advantage in today's digital technology era; 2) Flexibility and Adaptability: The capacity to adapt to change and function effectively in a dynamic environment. Generation Z typically desires flexibility in terms of their work location and schedule, and they are adept at adapting quickly to evolving tasks and responsibilities; 3) Creativity and Innovation: The capacity to engage in original and inventive thinking and provide new solutions to challenges. This generation often introduces new and innovative viewpoints to the workplace, which stimulates creativity and promotes progress; 4) Collaboration and Teamwork: Skills in working synergistically in a team, exchanging ideas, and collaborating with others. Generation Z shows a propensity for collaboration and a high level of ease when working in a team environment; and 5) Feedback Seeking and Continuous Learning: The tendency to actively seek feedback and engage in continuous learning and personal development. Generation Z highly values quick and constructive criticism as a means to enhance their personal growth and development (Widodo, 2022).

The Performance Variable of Generation Z Employees has been studied by several researchers and is relevant to research conducted by: (Latuconsina et al., 2019), (Kahfi et al., 2022), (Silitonga & Widodo, 2019).

Organizational Culture

Organizational culture refers to the set of principles, beliefs, customs, and procedures that define the work environment and influence how individuals within an organization interact with each other and with external entities. Culture is the embodiment of the operational practices and values that define an organization, often seen as its essence or character. Organizational culture encompasses a variety of elements, including communication style, hierarchy, openness to innovation, attitudes toward risk, and decision-making. An influential and optimistic culture can increase employee motivation and performance by fostering a sense of belonging and purpose. Conversely, a toxic or detrimental organizational culture can lower employee morale, increase employee turnover, and damage a company's reputation. Culture is a critical factor in determining the success of organizational change, as the values and beliefs held within a culture can either facilitate or hinder efforts to bring about change (Lutfi, A. R., & Widodo, 2018).

Indicators or dimensions contained in the Organizational Culture variable include: 1) Values and Beliefs: Fundamental concepts and beliefs that influence behavior and choices within the organization. These principles provide the foundation of organizational culture and shape the way employees interact with each other; 2) Social Norms: Implicit guidelines that dictate expected behavior from individuals within an organization. These standards include expectations for work ethics, communication, and social relationships; 3) Rituals and Traditions: Routine activities or events that reinforce the values and practices of the organization's culture. This can include celebrations, recognition events, and other efforts that foster a communal spirit; 4) Communication and Language: The means and methods of communication used within the organization. This includes the method of distributing information, language choices, and the level of openness in communication; and 5) Inclusivity and Diversity: The extent to which the organization embraces and promotes diversity, and the actions taken to foster an inclusive workplace (Ali et al., 2022).

Organizational Culture variables have been studied by several researchers and are relevant to research conducted by: (Widodo & Silitonga, 2017), (Putri et al., 2023), (R. F. A. Saputra et al., 2021).

Leadership Style

Leadership style refers to the specific strategies and techniques a leader uses to guide and influence individuals within a team or organization. Leadership styles include a variety of approaches, such as authoritarian, democratic, transformational, transactional, and laissez-faire. Each style has different attributes and can potentially impact the effectiveness of a team and organization in many ways. Authoritarian executives typically make their own decisions, often ignoring feedback from subordinates. While this approach can be useful during times of crisis, it can stifle employee creativity and engagement. Democratic leaders, on the other hand, encourage involvement and collaboration, which can increase job satisfaction and creativity but may be less effective in situations that require quick decision-making. Transformational leadership prioritizes inspiring and motivating individuals to reach their full potential, while transactional leadership emphasizes the exchange of performance for rewards. In contrast, laissez-faire leaders give their teams complete autonomy, a strategy that can yield positive results when the team has independence and competence (Silitonga et al., 2017).

Indicators or dimensions contained in the Leadership Style variable include: 1) Authoritarian: A leadership style characterized by the leader's exclusive authority in decision-making, without seeking input from others. This style is often used in emergency situations or when quick choices are needed; 2) Democratic: A leadership style characterized by the active involvement of team members in the decision-making process. This style encourages involvement and cooperation; 3) Transformational: Leaders who inspire and motivate individuals to achieve their maximum abilities and initiate beneficial changes within the organization; 4) Transactional: A leadership style that emphasizes the exchange of performance for benefits, such as monetary compensation and bonuses; and 5) Laissez-faire: Leaders who give their teams full autonomy in decision-making. Success can be achieved if the team has a lot of experience and skills (Widodo et al., 2019).

Leadership Style variables have been studied by several researchers and are relevant to research conducted by: (Zainal et al., 2019) and (Mahaputra & Saputra, 2021).

Information Technology

Information technology (IT) encompasses all physical and virtual components used for the purpose of handling, storing, and distributing information. IT is essential to almost every aspect of business and personal life in today's digital age. Information technology (IT) encompasses a variety of elements, including computers, networks, the internet, application software, and communication technologies such as email and social media. IT is used in organizations to improve operational efficiency, facilitate managerial decision-making, and enable more efficient communication. Management information systems (MIS) are an example of the use of information technology (IT) to monitor data and information relevant to strategic decision-making. Furthermore, this technology facilitates remote working, online collaboration, and the development of new products and services. However, the use of information technology also presents challenges, such as concerns about data security, privacy, and the process of adapting to new technologies. Organizations must consistently adapt their IT infrastructure and ensure that staff have the necessary skills to utilize new technologies efficiently (Ali et al., 2024).

Indicators or dimensions contained in the Information Technology variable include: 1) Technology Infrastructure refers to tangible components, such as computers, servers, networks, and other equipment, needed to support IT activities; 2) Software Systems and Applications: Software used for several functions, such as data administration, communication, and analysis. Some examples of software systems are ERP (Enterprise Resource Planning), CRM (Customer Relationship Management), and content management systems; 3) Data Security and Privacy: Steps and policies used to protect data from unwanted access and ensure user privacy; 4) Digital Communication and Collaboration: Utilization of tools and platforms, such as email, chat applications, and video conferencing systems, to facilitate communication and collaboration in

business; and 5) Technological Innovation: The process of creating and implementing new technologies to improve the efficiency, services, and products of a business. This includes the use of artificial intelligence, machine learning, and big data analysis (Widjanarko et al., 2023).

Information Technology variables have been studied by several researchers and are relevant to research conducted by: (Fauzi et al., 2023), (Ali & Saputra, 2023), (Ricardianto et al., 2021).

Relevant Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Simmilarities with this article	Differences with this article
1.	(Hafidz & Noviyati, 2022)	-Work Motivation Variables Influence Gen Z Employee Job Satisfaction -Transformational Leadership Variables Influence Gen Z Employee Job Satisfaction -Organizational Culture Variables Influence Gen Z Employee Job Satisfaction -Work Motivation Variables Influence Gen Z Employee Work Performance -Transformational Leadership Variables Influence Gen Z Employee Work Performance -Organizational Culture Variables Influence Gen Z Employee Work Performance	-This article has similarities in examining the Organizational Culture variable as its independent variable, and examining the Gen Z Employee Performance variable as its dependent variable.	-The difference with previous research is in the variables of Work Motivation and Transformational Leadership as other independent variables. And examining the variable of Gen Z Employee Job Satisfaction as another dependent variable.
2.	(Irena & Rusfian, 2019)	-Leadership Style Variables Influence the Performance of Generation Z Employees in Tech Companies -Internal Communication Variables Influence the Performance of Generation Z Employees in Tech Companies	-This article has similarities in examining the Leadership Style variable as the independent variable, and examining the Generation Z Employee Performance variable as the dependent variable.	-The difference with previous research is that there is an Internal Communication variable in other Independent variables.
3.	(Rohmat & Indarya	-Mutation variables affect Organizational Commitment	-This article has similarities in examining the	-The difference with previous research is that there are Mutation and

ni, 2023)	-Information Technology variables affect Organizational Commitment	Information Technology variable as the independent variable, and examining the Gen Z Employee Performance variable as the dependent variable.	Work Environment variables in other Independent variables. And examining the Organizational Commitment variable as another dependent variable.
	-Work Environment variables affect Organizational Commitment		
	-Mutation variables affect Employee Performance		
	-Information Technology variables affect Employee Performance		
	-Work Environment variables affect Employee Performance		

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous research related to:

1. The Influence of Organizational Culture on the Performance of Generation Z Employees

Generation Z employees' performance is heavily influenced by organizational culture, which encompasses values, norms, traditions, communication, inclusivity, and diversity. The organization's principles and beliefs provide a moral and ethical foundation for Generation Z personnel to carry out their responsibilities. Social norms that apply within the organization serve to foster consistent and coherent conduct, which contributes to the formation of a productive and peaceful work environment. Rituals and traditions, such as workplace gatherings or success celebrations, foster a sense of unity and loyalty, resulting in increased employee motivation and performance. Effective communication and language in the corporate culture enable straightforward and transparent information delivery, which is critical for Generation Z employees to contribute fully and feel involved in the work process. Inclusivity and diversity, which emphasize respect for individual differences, foster a supportive and empowering workplace atmosphere in which Generation Z employees feel appreciated and inspired to develop.

Organizational culture has a significant impact on the digital abilities of Generation Z employees. Technology-supportive attitudes and beliefs help them develop these skills. A culture that prioritizes responsive social norms fosters flexibility and adaptability. Gen Z employees embrace rituals and traditions that stimulate unconventional thinking, which drives their creativity and innovation. Strong collaboration and teamwork stem from open and inclusive communication and language. In addition, an open and varied atmosphere encourages Gen Z employees to actively seek feedback and continuously improve their work. Thus, a strong and inclusive organizational culture is crucial in influencing the performance of Generation Z employees, assuring their ability to adapt, innovate, and contribute effectively in a changing work environment.

2. The Influence of Leadership Style on Generation Z Employee Performance

Leadership style has a substantial impact on Generation Z employees' performance, particularly in the areas of digital skills development, flexibility, creativity, collaboration, and feedback seeking. Authoritarian leadership, which emphasizes strong control and orders, tends to inhibit Generation Z employees' creativity and innovation, while encouraging efficiency and

conformity in particular duties. However, in the long run, this method can limit employee flexibility and adaptability, both of which are crucial characteristics for Generation Z, who are accustomed to a dynamic and technology-driven work environment.

In contrast, democratic leadership, which encourages participation and cooperation, has a significant impact on Generation Z employees' digital abilities and inventiveness. By allowing employees to participate in decision-making, this style promotes improved teamwork and fosters a climate in which new ideas thrive. Transformational leadership, which focuses on inspiration and change, also significantly improves the performance of Generation Z employees. This leadership is capable of inspiring individuals to attain their full potential, encouraging creativity, and fostering adaptation in the face of technology and market changes.

The transactional leadership style, which is built on rewards and punishments, influences parts of digital skills and feedback seeking. This method may appeal to Generation Z employees, who prefer clear and structured feedback. A transactional approach, on the other hand, may be less effective at stimulating creativity and collaboration since it prioritizes short-term results over long-term progress.

Finally, a laissez-faire leadership style that provides staff unlimited freedom may foster innovation and initiative, but it also has the potential to reduce efficiency and collaboration if not backed by proper direction. Generation Z employees, who love flexibility but also want supervision, may feel disoriented in a too free environment. As a result, the impact of leadership style on Gen Z employee performance is heavily influenced by the balance of authority and freedom, as well as how the style matches with the requirement for people to adapt, innovate, and survive in the digital age.

3. The Influence of Information Technology on the Performance of Generation Z Employees

A strong technology infrastructure enables Generation Z employees to access information quickly and efficiently, thereby promoting the development of their digital abilities. Furthermore, modern software systems and applications accelerate work processes and give employees greater flexibility in job management. This technology also improves adaptation in a dynamic work environment.

Data security and privacy are critical features of information technology that create a sense of security to Generation Z employees, allowing them to focus on innovation and creativity without fear of data leakage. Data security technology contributes to the development of a collaborative and innovative work environment. Information technology-enabled digital communication and cooperation also contribute significantly to improved team performance. Generation Z, which is comfortable with modern communication technologies, uses digital tools to collaborate efficiently, share ideas, and provide real-time feedback, resulting in increased productivity and better results.

Continuous technological innovation promotes creativity among Generation Z employees. Employees may now experiment with new ideas and build unique solutions thanks to advances in technology. Furthermore, new information technology provides the instruments required for quick and precise feedback seeking, allowing Generation Z employees to constantly better themselves and their performance. In a technology-driven workplace, Generation Z employees may improve their digital skills, adapt fast to change, communicate successfully, and create in ways that were previously inconceivable.

Overall, information technology has a huge impact on Generation Z employee performance since it supports practically every part of it, from skill development to cooperation and innovation. With the correct technology, Generation Z employees can perform optimally and thrive in an increasingly digital and dynamic workplace.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this research:
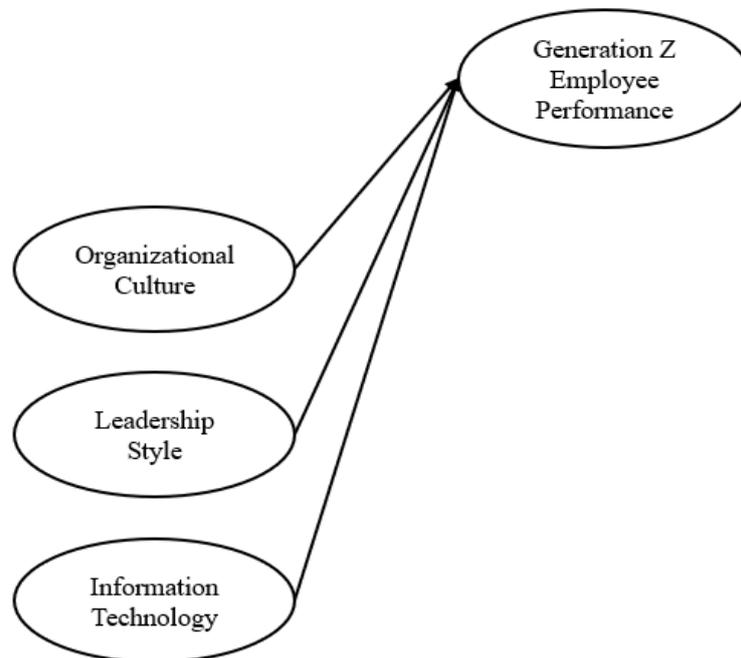

Figure 2. Conceptual Framework

Based on Figure 2 above, Organizational Culture, Leadership Style and Information Technology have an influence on the Performance of Generation Z Employees. Apart from the independent variables (Organizational Culture, Leadership Style and Information Technology) above which influence the dependent variable (Generation Z Employee Performance), there are other variables related to Generation Z Employee Performance, including:

1) Work Flexibility: (Arifin et al., 2021), (Pudjiastuti et al., 2023), (Ardiansyah, 2020).
2) Career Development: (Widodo, 2021), (F. Saputra et al., 2024), (Susanto, 2022).
3) Work Environment: (Sjarifudin & Ali, 2023), (Wicaksono et al., 2022), (F. Saputra & Mahaputra, 2022).

CONCLUSION

Based on the problem background, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. Organizational Culture influences the Performance of Generation Z Employees.
2. Leadership Style influences the Performance of Generation Z Employees; and
3. Information Technology influences the Performance of Generation Z Employees.

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