



Original Article

The Influence of the Work Environment on the Work Motivation of Generation Z at Bank X

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Abstract:

This study functions to examine the influence of the work environment on the work motivation of Generation Z at Bank X. Using a quantitative approach method with data collection techniques through the distribution of questionnaires to 35 Generation Z respondents at Bank X. Validity and reliability tests have been carried out on the research instrument, which is then analyzed using descriptive analysis and simple linear regression with the aim of testing the relationship between the work environment and work motivation. Positive and significant results are shown by the results of the study, that the work environment has an influence on the work motivation of generation Z at Bank X. Regression analysis results in the equation $Y = 24.115 + 0.550X$, which means that every time the quality of the work environment improves, an increase in work motivation will occur. The t-test showed a significance value of 0.028, so that the analysis appeared that there was a significant influence between the work environment on work motivation. A determination coefficient value (R^2) of 0.139 indicates that 13.9% of the variation in work motivation can be explained by the work environment, while the rest is influenced by other factors outside of this study.

Keywords: work environment, work motivation, generation Z.

Introduction

The work environment is one of the factors that greatly affects the comfort and enthusiasm of individuals in carrying out daily tasks. A healthy and supportive work atmosphere can form a feeling of security, strengthen confidence, and encourage employee engagement with work (Fajriyanti et al., 2023). Factors such as interpersonal relationships, management policies, spatial planning, and the availability of facilities are integral to the quality of the work environment. When the work environment is able to meet the psychological and physical needs of workers, productivity and loyalty tend to



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increase significantly ([Afdani et al., 2024](#)).

Generation Z who is now entering the world of work brings its own characteristics that have differences from their predecessors. They grow up in the digital age, are more open to change, and have high expectations for flexibility, life balance, and meaningful work values. Their work style demands a system that is more adaptive, collaborative, and supports sustainable self-development. If these expectations are not met, this generation tends to quickly lose motivation and interest in staying in an organization, even though in terms of competence and potential, they are very promising ([Syahdi et al., 2024](#)).

The rigid and stressful working environment is still a challenge in various industrial sectors, including the banking sector. A work culture that is all formal, full of rules, and results-oriented can cause psychological tension if it is not accompanied by a managerial approach that understands the emotional needs of the younger generation ([Andriani et al., 2021](#)). The difference in viewpoint between conservative-leaning management and progressive young employees can affect overall work harmony. Companies are required to be able to bridge this gap so that the work climate remains healthy and productive ([Rahmawati et al., 2020](#)).

Bank X as a financial institution that is undergoing a human resource transformation faces challenges in adjusting its work environment to be more accommodating to the character of Generation Z. Various aspects such as time flexibility policies, communication between teams, technology-based work methods, and leadership approaches are the main highlights that affect the perception and motivation of this young generation. Changes in recruitment patterns and an increase in the proportion of Generation Z employees demand adaptation in management strategies so that their existence is not only complementary, but also a productive and innovative asset.

Studies that have been carried out such as those conducted by [Susanti et al. \(2021\)](#) and [Farid & Satia \(2023\)](#) have resulted in an analysis that the work environment and motivation play a positive role and have a significant influence on employee performance in general and on Generation Z who are already working. However, both studies emphasize the relationship between these factors to performance, rather than specifically examining work motivation as a major bound variable. There has not been much research that specifically focuses on how the work environment affects the work motivation of Generation Z as a new generation that has unique characteristics in the world of work. Thus, there is a research gap to examine more deeply the influence of the work environment on the work motivation of Generation Z, especially in the context of banking institutions such as Bank X, which have a formal work structure and tend to be conservative.

This study aims to see the extent to which the work environment affects the work motivation of Generation Z at Bank X. The focus of the research includes identifying the elements of the work environment that are perceived to affect the work ethic of this generation, as well as how organizations can respond to their needs strategically. The results shown by this research are expected to be concrete inputs for management in creating a more inclusive and relevant work climate for the new generation of workers.

Methods

In this study, the approach used is quantitative, which is a method that focuses on collecting and analyzing data in the form of numbers to test the hypothesis that has been

formulated. According to [Sugiyono \(2021\)](#), a quantitative approach is used to research a specific population or sample and data collection is carried out using structured research instruments and is statistically analyzed. The goal of this approach is to objectively explain the relationships between variables based on field data. This study seeks to measure the influence of the work environment on the work motivation of Generation Z at Bank X, so that variable measurements are needed using measurable indicators.

The technique used for data collection in this study is a questionnaire, which is a method of collecting data through a list of written questions given to respondents. The questionnaire was prepared based on indicators of work environment variables and work motivation that had been formulated previously. According to [Sugiyono \(2021\)](#), questionnaires are an efficient data collection technique to obtain a large amount of information in a relatively short time, especially if respondents are spread across different locations. A Likert scale with five categories of answers is used in this questionnaire to measure respondents' level of approval of each statement. The preparation of this instrument refers to relevant theories and has been empirically tested in previous research.

To ensure the quality of the instrument, a validity and reliability test was carried out on the questionnaire before it was used in the main study. Validity indicates the extent to which a measuring instrument is able to measure what should be measured. [Ghozali \(2021\)](#) explains that validity can be tested using the correlation between item scores and total scores. If the correlation value is significant and exceeds the minimum limit (r table), then the item is declared valid. Meanwhile, reliability measures the consistency of respondents' answers to similar items in one variable. The reliability test was carried out using Cronbach's Alpha, where a value of more than 0.70 indicates that the instrument can be said to be reliable and can be used in data collection consistently.

The data obtained from the questionnaire was analyzed using two techniques, namely descriptive analysis and simple linear regression analysis. Descriptive analysis was used to describe the respondent characteristic data and the distribution of answers to each indicator. According to [Ghozali \(2021\)](#), descriptive analysis aims to provide an overview of research data based on average, percentage, and standard deviation. The results of this analysis provide an initial understanding of respondents' perceptions of the work environment and their work motivations. This stage is important as a basis for the interpretation of the results of subsequent inferential analysis.

Simple linear regression analysis was used to test the direct influence of work environment variables (X) on work motivation (Y). This technique is used because it involves only one free variable and one bound variable. Ghozali (2021) stated that simple linear regression is used to determine the magnitude of the influence of one independent variable on one dependent variable, as well as to test the significance of the relationship between the two variables. The results of this analysis will show whether the work environment has a positive and significant influence on the work motivation of generation Z in Bank X. The value of the determination coefficient (R^2), significance value, and regression coefficient are the main indicators in assessing the strength and direction of the relationship between variables.

Results

Validity Test

Table 1. Validity Test Results

Variabel	Pernyataan	r hitung	r tabel	Keterangan
Lingkungan Kerja (X)	X1.1	0,747	3338	Valid
	X1.2	0,817	3338	Valid
	X1.3	0,851	3338	Valid
	X1.4	0,811	3338	Valid
	X1.5	0,759	3338	Valid
	X1.6	0,902	3338	Valid
Motivasi Kerja (Y)	Y1.1	0,853	3338	Valid
	Y1.2	0,841	3338	Valid
	Y1.3	0,643	3338	Valid
	Y1.4	0,769	3338	Valid
	Y1.5	0,669	3338	Valid
	Y1.6	0,535	3338	Valid
	Y1.7	0,678	3338	Valid
	Y1.8	0,779	3338	Valid
	Y1.9	0,659	3338	Valid
	Y1.10	0,741	3338	Valid

Source: Data Processing Results by Researchers, 2025

Based on the table above, all statement items in the variables Work Environment (X) and Work Motivation (Y) have a calculated r value greater than the r of the table of 0.3338, so it can be concluded that all statements are declared valid and suitable for use as instruments in this study.

Reliability Test

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	N of Items
Lingkungan Kerja (X1)	,895	6
Motivasi Kerja (Y)	,893	10

Source: Data Processing Results by Researchers, 2025

Based on the table above, the Work Environment variable (X) has a Cronbach's Alpha value of 0.895 for 6 statement items, while the Work Motivation variable (Y) has a value of 0.893 for 10 statement items. Because both values are greater than the minimum limit of 0.6, all items in both variables are declared reliable.

Descriptive Analysis

Table 3. Descriptive Analysis Results

Statistics			
		Lingkungan Kerja	Motivasi Kerja
N	Valid	35	35
	Missing	0	0
Mean		19,00	34,57
Std. Error of Mean		,500	,739
Median		18,00	34,00
Std. Deviation		2,961	4,374
Variance		8,765	19,134
Minimum		13	21
Maximum		25	40

Source: Data Processing Results by Researchers, 2025

Based on the table above, the mean value of the Work Environment is 19.00, the standard deviation is 2.961, the smallest Work Environment value is 13 and the largest is 25. The mean value of Work Motivation is 34.57, the standard deviation is 4.374, the smallest Work Motivation value is 21 and the largest is 40.

Classic Assumption Test**Normality Test****Table 4. Normality Test Results**

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Lingkungan Kerja	,171	35	,011	,945	35	,078
Motivasi Kerja	,097	35	,200*	,978	35	,680

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Data Processing Results by Researchers, 2025

Based on the Shapiro–Wilk normality test, the significance values for both the work environment and work motivation variables are greater than 0.05. This indicates that there is no statistically significant deviation from a normal distribution. Therefore, it can be concluded that the data used in this study are normally distributed and meet the assumption of normality required for subsequent parametric analyses.

Multicollinearity Test**Table 5. Multicollinearity Test Results**

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	24,115	4,588		5,256	,000		
	Lingkungan Kerja	,550	,239	,372	2,306	,028	1,000	1,000
a. Dependent Variable: Motivasi Kerja								

Source: Data Processing Results by Researchers, 2025

Based on the table above, the work environment tolerance value (1,000) > 0.1, while the VIF value (1,000) < 10, so there is no multicollinearity.

Heteroscedasticity Test**Table 6. Heteroscedasticity Test Results**

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3,952	2,659		1,486	,147
	Lingkungan Kerja	-,036	,138	-,046	-,264	,794
a. Dependent Variable: Abs RES						

Source: Data Processing Results by Researchers, 2025

Based on the table above, the value of sig. work environment (0.794) > 0.05, then there are no symptoms of heteroscedasticity.

Simple Regression Analysis**Table 7. Simple Regression Analysis**

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	24,115	4,588		,000
	Lingkungan Kerja	,550	,239	,372	,028

a. Dependent Variable: Motivasi Kerja

Source: Data Processing Results by Researchers, 2025

$$Y = 24.115 + 0.550 X$$

Based on the table above, it is known that:

1. The constant value is 24.115, this means that if there is no work environment, then the work motivation value is 24.115.
2. The value of the coefficient is 0.550, this can be interpreted that a 1% increase in the work environment variable will increase work motivation by 55.0%.

Based on the regression equation $Y=24.115+0.550X$, it can be explained that the constant value of 24.115 indicates that if the work environment variable does not exist or has a value of zero, then the employee's work motivation remains at 24.115. Meanwhile, a regression coefficient of 0.550 indicates that every one unit increase in the work environment variable will increase work motivation by 0.550. Thus, it can be concluded that the work environment has a positive influence on employee work motivation, meaning that the better the work environment created, the higher the level of work motivation that employees have.

Uji Hypothesis

T test

Table 8. Test Results t

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients Beta	Sig.
		B	Std. Error		
1	(Constant)	24,115	4,588		,000
	Lingkungan Kerja	,550	,239	,372	,028

a. Dependent Variable: Motivasi Kerja

Source: Data Processing Results by Researchers, 2025

The results of the analysis showed that the significance value of 0.028 was smaller than the significance level of 0.05, so that the null hypothesis (H_0) was rejected and the alternative hypothesis (H_a) was accepted. This means that there is a significant influence between work environment variables on employee work motivation. In other words, the better the work environment that is created, the higher the employee's motivation will be, so that the work environment can be considered an important factor that affects the level of motivation at work.

Coefficient of Determination

Table 9. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,372 ^a	,139	,113	4,121

a. Predictors: (Constant), Lingkungan Kerja

b. Dependent Variable: Motivasi Kerja

Source: Data Processing Results by Researchers, 2025

Based on the R Square value of 0.139, it can be interpreted that 13.9% of the variation in employee work motivation can be explained by the variables of the work environment, while the remaining 86.1% is influenced by other factors outside the variables of this study. This shows that although the work environment has an effect on work motivation, the contribution is still relatively small, so there are other factors that are more dominant and need to be considered in increasing employee work motivation.

Discussion

The work environment is a critical factor that affects the psychological dynamics and productivity of Generation Z in the banking sector. The unique characteristics of this generation such as the desire for flexibility, recognition, and work-life balance make the design of the physical and non-physical environment the main determinants of intrinsic motivation. At Bank X, the interaction between spatial planning, organizational culture, and management support systems has the potential to create an ecosystem that encourages employee engagement or even triggers disengagement.

Descriptive analysis revealed that the respondents' work environment had an average of 19.00 with a deviation of 2.961, indicating a diversity of perceptions ranging from 13 to 25. Meanwhile, work motivation ranged from 21-40 with an average of 34.57 and a deviation of 4.374. The regression model $Y = 24.115 + 0.550X$ confirms a positive relationship: each increase of one unit of work environment increases motivation by 0.550 units. This finding was tested valid after the classical assumption was fulfilled by residual normality (sig. 0.200), the absence of multicollinearity (tolerance 1,000/VIF 1,000), and homocedasticity (sig. 0.794).

The hypothesis test reinforces the significance of the influence of the working environment (sig. 0.028), rejects H_0 and accepts H_a . However, the determination coefficient (R^2 0.139) indicated only 13.9% variation in work motivation explained by the work environment. The majority (86.1%) are actually influenced by external factors such as leadership, compensation, or career development. Implicitly, Bank X needs to expand intervention strategies beyond the physical environment to optimize Generation Z's motivation holistically.

The results of this study show that there is a positive influence of the work environment on the work motivation of generation Z at Bank X, which is in line with the findings of Susanti et al. (2021). Research by Susanti et al. confirms that the work environment not only has a direct impact on performance, but also significantly affects employee motivation. The link between a conducive work environment and increased motivation is the main foundation in building optimal performance. This research reinforces the argument, where a good work environment is able to increase the motivation of Generation Z, which can ultimately have a positive impact on their performance in banking institutions.

The research of Farid & Satia (2023) also supports the results obtained, especially in the Generation Z group. The emphasis on the importance of a healthy and supportive work environment is in line with the findings at Bank X, where a good work environment has been proven to be able to encourage the work motivation of generation Z. High motivation is a bridge to improving performance, so that efforts to create a good work environment are very relevant and strategic.

Conclusion

In conclusion, the work environment had a positive and significant effect on the work motivation of Generation Z at Bank X, although the contribution was relatively small compared to other factors outside the study; These findings are in line with

previous research that emphasizes the importance of the work environment in building the motivation and performance of younger generation employees, so management needs to pay attention to aspects of the work environment while developing other strategies to optimize the motivation and productivity of Generation Z holistically.

Suggestion

Based on the findings, it is suggested that Bank X continue to improve both the physical and non-physical aspects of the work environment, while complementing these efforts with additional strategies such as career development programs, training opportunities, and more open managerial communication to meet the needs of Generation Z; furthermore, the management should conduct regular evaluations of the factors influencing motivation and strengthen an inclusive and flexible work culture to optimize the motivation and overall productivity of Generation Z employees.

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