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The Effect of Motivation, Creativity, and Employee Behavior on Generation Z Employee Performance

Mei Anggraeni Agustina¹, Wenny Desty Febrian²

¹Faculty of Business and Management Science, Dian Nusantara University, Indonesia

²Faculty of Business and Management Science, Dian Nusantara University, Indonesia, email: wenny.desty.febrian@undira.ac.id

Corresponding Author: wenny.desty.febrian@undira.ac.id²

Abstract: This study aims to analyze the influence of motivation, creativity, and work behavior on the performance of Generation Z employees. Generation Z is known for its unique characteristics, such as high creativity and an entrepreneurial spirit, but also faces challenges in maintaining work consistency. This research employs a quantitative approach using a survey method involving Generation Z employees at PT. XYZ. The analyzed variables include work motivation (intrinsic and extrinsic drive), creativity (the ability to think innovatively and generate new solutions), and work behavior (discipline, initiative, and efficiency). Employee performance is measured based on quantity, quality, and timeliness in task completion. The findings reveal that motivation, creativity, and work behavior positively and significantly affect the performance of Generation Z employees. Work motivation is the primary factor driving employee productivity, followed by creativity, which contributes to increased innovation in task execution. Additionally, good work behavior, such as discipline and initiative, also positively impacts work effectiveness. These results provide insights for organizations in developing more effective employee management strategies to enhance overall organizational performance.

Keywords: Motivation, Creativity, Work Behavior, Employee Performance, Generation Z, Work Environment, Employee Management Strategy

INTRODUCTION

Human Resources (HR) is the main asset that determines the success of an organization, whether in the public, private or community sector. HR includes individuals who actively contribute to the process of achieving organizational goals. As a developing country, Indonesia is one of the most populous countries in the world. Indonesia is ranked the 4th most populous country in the world with a population of more than 270 million.

As one of the most populous countries in the world, there are certainly places with the highest population density. One of the locations with the highest population density is the capital city of Indonesia, DKI Jakarta (Tambuwan & Sahrani, 2023). Currently, Generation Z is one of the generations that dominates the population in Indonesia, which is around 74.93 million

people or 27.94% of the total population (Wicaksana & Rachman) (Sirait et al., 2021). Generation Z are people born in the internet generation, a generation that has enjoyed the wonders of technology after the birth of the internet. In general, Generation Z was born between 1995 and 2012 (Anggraini et al., 2023).

This motivation is needed by someone in carrying out their activities. In carrying out his activities, an employee needs a lot of encouragement so that he can carry out something that can maintain his survival. In the world of education, a child needs motivation from both parents, teachers, and friends in order to improve their learning achievement (Aulia et al., 2022).

Motivation can be explained as a series of processes that generate encouragement in a person to take specific actions, direct it towards the desired goal and maintain this behavior so that it continues until it reaches the expected goal. Work motivation is an impulse that arises from within an employee or employee, which is influenced by various factors such as personal needs, the physical environment, and the social environment that integrate with each other (Wibowo et al., 2021). Jackson in Agustin said that there are 4 aspects that determine the size of a person's work performance, including; skills, abilities, attitudes, and behavior (Sujadi et al., 2021).

The phenomenon of Generation Z, which dominates Indonesia's population with unique characteristics as a digital generation, presents new challenges for the workforce. They are known to be creative, courageous, and have a high entrepreneurial spirit, but are also often considered less resilient and easily influenced by their emotions. Amidst these dynamics, work motivation becomes an important factor that determines their employee performance.

Buraera and Mulyaningsih said in their research Work motivation is proven to significantly contribute to improving employee performance, especially through encouragement to achieve targets, improve performance quality, and create a conducive work atmosphere. However, some studies also show that in addition to motivation, there are other factors such as work environment, leadership, and individual skills that also affect overall employee performance (Buraera & Mulyaningsih, 2022).

Therefore, it is important to further explore the relationship between work motivation, discipline, and work performance of Generation Z employees, especially in the context of a work environment that matches their values and expectations. In the modern era, the success of pharmaceutical companies is greatly influenced by innovation, the quality of human resources, and the company's ability to adapt to changing workforce trends. One trend that stands out is the dominance of younger generations, especially Gen Z, in the labor market (Arditya Afrizal Mahardika et al., 2022).

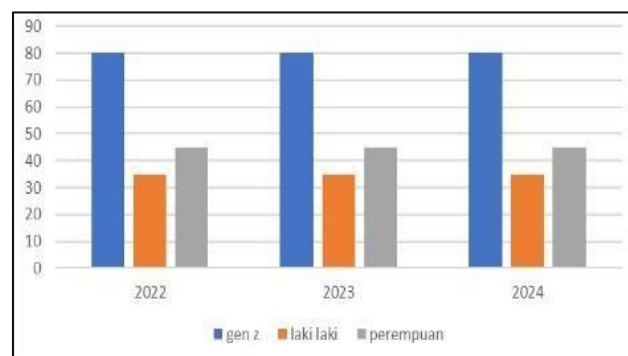


Figure 1. Male and Female Gen Z Employee Data
Source: PT. XYZ

Generation Z has a high level of productivity and adapts quickly to the world of work. Compared to millennials, Generation Z is quicker to enter the professional world, has a more open mindset, and is more familiar with global technology. However, they are also known to

have a tendency to lack focus at work, which can affect the consistency of their performance.

Motivation and creativity play an important role in improving the performance of Generation Z employees. A work attitude supported by strong motivation and high creativity can have a positive impact on their productivity. In addition, good work behaviors, such as discipline and initiative, are also key factors in shaping a more adaptive and innovative work environment.

Workers with high morale tend to be more loyal and committed to their jobs. They will optimize their abilities, skills and imagination to deliver the best results for the company. Focusing on assigned responsibilities and tasks will help improve work effectiveness in an organization.

However, the current young generation has not fully met the ideal character needed to sustain the progress and success of a nation in the future. Therefore, an appropriate strategy is needed to develop the potential of Generation Z in order to make a maximum contribution to the world of work and economic development (Wulandari & Kusumastuti, 2020).

The researcher conducted a pre-survey to identify the main factors that were considered most relevant by the respondents:

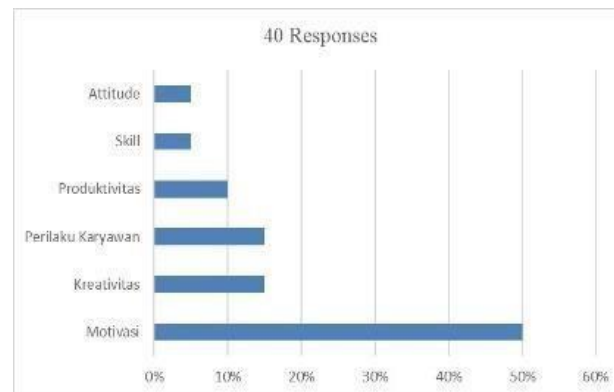


Figure 2. Pre-survey data

Source: data processed by the author 2024

Based on the results of a pre-survey involving 40 respondents, it can be seen that motivation is the most prominent aspect with a percentage reaching around 50%. This shows that the majority of respondents view motivation as the main factor affecting various aspects of work. Aspects such as creativity and employee behavior have a percentage of 20%, indicating that although important, they are not considered a top priority by respondents. Employee performance comes next, with a smaller percentage than employee behavior. Skills and attitude are at the bottom with percentages below 5% each. This shows that these two aspects have not been the main concern of the respondents in their work (Alfiansyah, 2023).

Generation Z is a generation that is creative, courageous, and has a high entrepreneurial spirit, so they want to work for a company that gives them the freedom to contribute in a real way, as well as have a positive impact and influence on the world. Companies need to offer a work environment that is in accordance with the values of high employee performance can be realized if supported by employees who have motivation and discipline in carrying out their duties and obligations. Even though employees / employees have motivation but if it is not supported by discipline, Employee Performance is not maximally realized. This problem is worth researching because it is an important aspect for generation Z to choose a workplace. Therefore, researchers are interested in taking the title of "The Effect of Motivation, Creativity, Employee Behavior on Gen Z Employee Work Performance".

Problem Formulation

This research aims to identify and understand the various problems faced by Generation Z, especially in a context that is relevant to the issues previously described. This research is intended to obtain an overview of the problems that exist in Generation Z according to the problems that have been described, so the problem formulations in this study are:

1. Can work motivation have a positive and significant effect on the performance of Generation Z employees?
2. Can creativity have a positive and significant effect on the performance of Generation Z employees?
3. Can behavior have a positive and significant effect on the performance of Generation Z employees?
4. Can motivation, creativity and behavior simultaneously have a positive and significant effect on the performance of Generation Z employees?

METHOD

This research will be conducted at PT. XYZ, a pharmaceutical company engaged in the production and distribution of drugs. This study uses a quantitative approach to determine the causal effect between the independent variables, namely motivation (X1), creativity (X2), and behavior (X3), on the dependent variable, namely employee performance (Y). The population in this study are Generation Z employees who work at PT. XYZ, with samples selected using the probability sampling method, specifically the simple random sampling technique, so that the research results can be generalized.

Data collection instruments in the form of structured questionnaires were developed based on relevant indicators from the literature review, using a Likert scale (1-5) to measure the respondents' level of agreement with each statement. In addition, supporting interviews were conducted in addition to quantitative data. The collected data were analyzed using multiple linear regression analysis to test the relationship and influence between variables. Statistical tests were conducted using software such as SPSS to obtain accurate results. Instrument validity was tested to ensure each questionnaire item was able to measure the intended construct, while reliability was tested using Cronbach's Alpha to ensure data consistency. The time frame of this research is planned for three months, with activities divided into several stages: instrument development and questionnaire testing in December 2024, field data collection in January 2025, and data analysis and research report writing in February 2025.

According to (Sugiyono, 2022) Causality Design aims to determine the cause-and-effect relationship between independent variables, namely motivation (X1), creativity (X2), and behavior (X3), on the dependent variable, namely Employee Performance (Y). The Causality design was chosen to identify the extent to which changes in the independent variable can affect the dependent variable in a measurable and systematic context. Thus, this design allows the research to produce findings that are able to explain the relationship between variables scientifically and can be tested *Kemba li*.

Population according to (Sugiyono, 2022), population is a generalization area consisting of objects / subjects that have certain quantities and characteristics set by researchers to study and then draw conclusions. The sample size in this study was the number of generation Z at PT. XYZ in 2024, which amounted to 150 employees with the number of Generation Z, namely 80 employees. In this study, researchers determined that the target population was generation z employees of PT. XYZ. This study uses the slovin formula $n = \frac{N}{1 + N \cdot e^2}$, namely with 80 employees $n = \frac{80}{1 + 80 (0.05)^2} = 66.6$ employees and rounded up to 67 employees so that the number of samples in this study became 67 respondents.

Samples according to (Sugiyono, 2022) samples are part of the number and characteristics possessed by the population. In this study there are several sampling techniques that can be used to determine the sample to be used, namely *Probability Sampling* and

Nonprobability Sampling. Sampling in this study is Random sampling, where this sampling involves random selection of sample members, so that every employee in the population has the same chance of being selected. The types of data used are primary data and secondary data.

In this study, the data analysis process was carried out through several steps, as follows: 1) Editing, which is checking the questionnaires that have been filled in by respondents. This check includes the completeness of filling in, ensuring that all questions have been answered, and checking the number of questionnaire sheets to ensure that none are missing; 2) Tabulating, namely compiling the scores that have been given into a recapitulation table. This table contains data for all items on each variable, making it easier to process the data as a whole; and 3) Transforming ordinal data into intervals, if the research involves analysis such as normality, correlation, regression, or determinant tests that require interval-scale data. Since data from questionnaires are usually ordinal in scale, the *successive interval* method used to transform ordinal data only represents order and not absolute values, so it needs to be adjusted to meet the requirements of more complex statistical analysis.

The tests carried out in this study are validity, reliability, classical assumptions, multicollinearity, heteroscedasticity and hypothesis testing.

RESULTS AND DISCUSSION

Results

1. Descriptive Statistics Test

Descriptive statistics provide an overview of the data. In this study, the results obtained from respondents' answers are as follows:

A) Motivation Variable

Table 1. Descriptive Statistical Test Results Motivation (X1)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	67	3	5	4.21	.616
X1.2	67	3	5	4.27	.665
X1.3	67	3	5	4.28	.647
X1.4	67	3	5	4.03	.696
TOTAL	67	15	20	16.79	1.250
Valid N(listwise)	67				

Source: Data processing results, 2025

Based on table 1. the results of descriptive statistical tests show that the four indicators that make up variable X1 have a fairly high average, ranging from 4.03 to 4.28 with a standard deviation of 0.647, while X1.4 has the lowest mean of 4.03 with a standard deviation of 0.696. This indicates that the majority of respondents tend to give a positive assessment of variable X1. Overall, the total indicator score is in the range of 15 to 20, with a mean of 16.79 and a standard deviation of 1.250. This indicates that the majority of respondents tend to give a positive assessment of variable X1. The number of valid respondents for this analysis is 67 people.

B) Creativity Variable (X2)

Table 2. Descriptive Statistical Test Results Creativity (X2)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	67	3	5	4.13	.716
X2.2	67	3	5	4.06	.625
X2.3	67	3	5	4.16	.687
X2.4	67	3	5	4.10	.699

TOTAL	67	12	19	16.46	1.627
ValidN (listwise)	67				

Based on table 2. descriptive statistical test results for the Creativity variable (X2), there are 4 indicators analyzed. Indicator X2.1 has an average value (mean) of 4.13 with a standard deviation of 0.625. Indicator X2.3 has the highest mean of 4.16 with a standard deviation of 0.699. Overall, the total creativity score is in the range of 12 to 19, with an average value of 16.46 and a standard deviation of 1.627. The number of valid respondents for this analysis is 67 people.

C) Behavioral Variables (X3)

Table 3. Descriptive Statistical Test Results Behavior (X3)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X3.1	67	3	5	4.25	.704
X3.2	67	3	5	4.13	.625
X3.3	67	3	5	4.22	.714
TOTAL	67	9	15	12.61	1.230
ValidN (listwise)	67				

Based on table 3. descriptive statistical test results for behavioral variables (X3), there are three indicators analyzed. Indicator X3.1 has an average value (mean) of 4.25 with a standard deviation of 0.625. Meanwhile, indicator X3.3 has a mean of 4.22 with a standard deviation of 0.714. Overall, the total behavior score is in the range of 9 to 15, with a mean value of 12.61 and a standard deviation of 1.230. The number of valid respondents for this analysis is 67 people

D) Employee Performance Variable (Y)

Table 4. Descriptive Statistical Test Results of Employee Performance (Y)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Y1.1	67	3	5	4.22	.714
Y1.2	67	3	5	4.10	.699
Y1.3	67	3	5	4.06	.756
Y1.4	67	3	5	4.24	.653
TOTAL	67	12	20	16.63	1.603
ValidN (listwise)	67				

Based on table 4. descriptive statistical test results for employee performance variables (Y), there are 4 indicators analyzed. Indicator Y1.1 has an average value (mean) of 4.22 with a standard deviation of 0.699. Indicator Y1.3 shows a mean value of 4.06 with a standard deviation of 0.756 and Y1.4 has the highest mean of 4.24 with a standard deviation of 0.653. Overall, the total employee performance score is in the range of 12 to 20, with a mean value of 16.63 and a standard deviation of 1.603. The number of valid respondents analyzed was 67 people.

2. Validity Test

The validity test is carried out to ensure that the instrument used in data collection is reliable. Validity refers to the extent to which a measuring instrument can measure what should be measured. In this study, the authors conducted validity tests on several variables, namely motivation, creativity, behavior, and productivity.

The significance of this validity test is set at the 1% level ($\alpha = 0.01$), which means that the results obtained have a very high level of confidence. In other words, if the *r*-count value of each statement item is greater than the *r* table at the 1% significance level, then the statement is considered valid. This shows that the instruments used in this study can be relied upon to measure the variables studied with high accuracy.

Table 5. Validity Test of Motivation, Creativity, Behavior and Employee Performance

Variables	Indicator	r count	r table	Description
X1.1	I feel motivated to achieve the work targets set.	.608**	0.2404	Valid
X1.2	Management provides rewards that motivate me to work	.506**	0.2404	Valid
X1.3	The work environment supports my work spirit	.599*	0.2404	Valid
X1.4	I feel appreciated for my contribution	.695**	0.2404	Valid
X2.1	I often try new ways to get the job done.	.649**	0.2404	Valid
X2.2	The company gives me room to innovate.	.539**	0.2404	Valid
X2.3	I feel that my ideas are heard by my superiors.	.690**	0.2404	Valid
X2.4	I have the freedom to develop new ideas at work	.503**	0.2404	Valid
X3.1	I am always disciplined in completing tasks according to deadlines.	.570**	0.2404	Valid
X3.2	I work with full responsibility.	.620**	0.2404	Valid
X3.3	I follow company rules in carrying out my duties.	.618**	0.2404	Valid
Y1.1	I am able to complete my work on time.	.604**	0.2404	Valid
Y1.2	The quality of my work always meets the set standards.	.616**	0.2404	Valid
Y1.3	I can work efficiently without many mistakes.	.531**	0.2404	Valid
Y1.4	I strive to continuously improve my work.	.520**	0.2404	Valid

3. Reliability Test

According to Ghazali, the Reliability test is a tool to measure the reliability of a questionnaire which is an indicator of a variable or construct. A variable is considered reliable if the value obtained in the testing process using the Cronbach Alpha statistical test is greater than 0.60, whereas if the Cronbach Alpha value is less than 0.60, the variable is considered unreliable.

Table 6. Reliability Test Results

Variables	Cronbach's Alpha	Description
Motivation	.739	Reliable
Creativity	.694	Reliable
Behavior	.717	Reliable
Employee Performance	.627	Reliable

Based on the reliability test results in Table 6, it is found that the *Cronbach Alpha* value for the motivation variable is 0.739 (> 0.60), for the creativity variable is 0.694 (> 0.60), for behavior is 0.717 (> 0.60), and for the Employee Performance variable is 0.627 (> 0.60). Therefore, the questionnaire in this study is considered reliable in accordance with the reliability test requirements.

4. Normality Test

The normality test is used to ensure that the dependent variable and the independent variable have a normal distribution. In making decisions using probability plots, the regression model is considered normally distributed if the data used to explain the actual data follows the

diagonal line (Sugiyono, 2018). According to the traditional assumption test, data is considered normally distributed if the P-P Plot, or probability plot, follows the diagonal line.

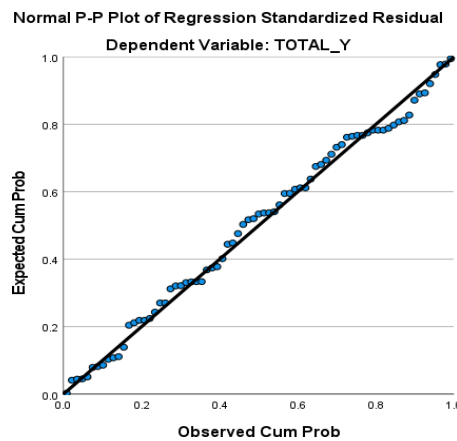


Figure 3. P-plot Graph of Normality Test Results

The results of the P-P plot analysis show that the data points are located close to the diagonal line. This indicates that the data obtained from respondents is normally distributed. When the data points follow the diagonal line well, it indicates that the data distribution does not deviate significantly from the normal distribution.

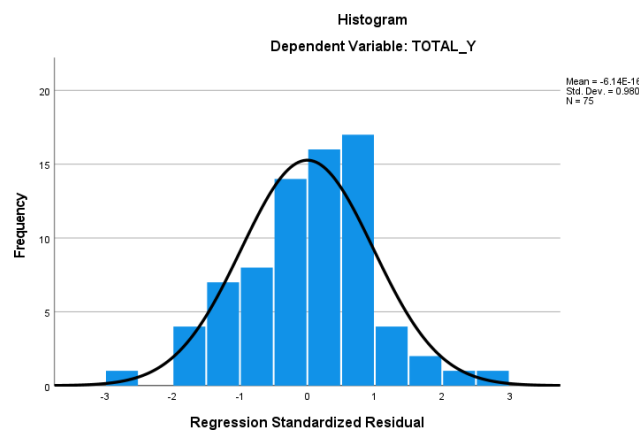


Figure 4. Histogram of Normality Test Results

The test results show that the resulting histogram has a mountainous curve shape, which indicates that the data is normally distributed. In other words, the data obtained from respondents shows a symmetrical distribution pattern and follows the characteristics of a normal distribution.

Table 7. Kolmogorov-Smirnov Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		<i>Unstandardized Residual</i>
N		66
Normal Parameters ^{a,b}	Mean	.0569757
	Std. Deviation	1.46832354
Most Extreme Differences	Absolute	.062
	Positive	.062
	Negative	-.056
Test Statistic		.062
Asymp. Sig. (2-tailed) ^c		.200
<i>a. Test distribution is Normal.</i>		

The Normality Test is also carried out using the *One Sample Kolmogorov-Smirnov Test*, which is a statistical method to test whether sample data comes from a certain distribution. The results of this test show an Asymp. Sig. value of 0.200. Since the Asymp. Sig. value (0.200) is greater than the specified significance level of (0.05), it can be concluded that there is not enough evidence to reject the null hypothesis. In other words, the data obtained from respondents is normally distributed.

5. Multicollinearity Test

Multicollinearity test is conducted to identify the presence of a strong linear relationship between independent variables. Multicollinearity can cause difficulty in determining the effect of each independent variable on the dependent variable, and can affect the stability of the regression coefficients.

Table 8. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.407	2.866		2.584	.000		
	X1	.076	.139	.360	2.546	.001	.946	1.057
	X2	.354	.107	.366	3.301	.002	.938	1.066
	X3	.164	.137	.231	2.190	.001	.955	1.048

a. Dependent Variable: Y

In this study, the multicollinearity test was carried out by examining two indicators, namely the *Tolerance* value and the *Variance Inflation Factor (VIF)*. The results show that the data on the Motivation (X1), Creativity (X2), and Behavior (X3) variables have a tolerance value greater than 0.1 and a VIF value that is less than 10. This indicates that there is no multicollinearity and has met the classical assumptions for the multicollinearity test.

6. Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is a misalignment of the variance of the residuals between one observation to another using the Glesjser test method. If the independent variable does not significantly affect the dependent variable statistically, then there is no indication of heteroscedasticity.

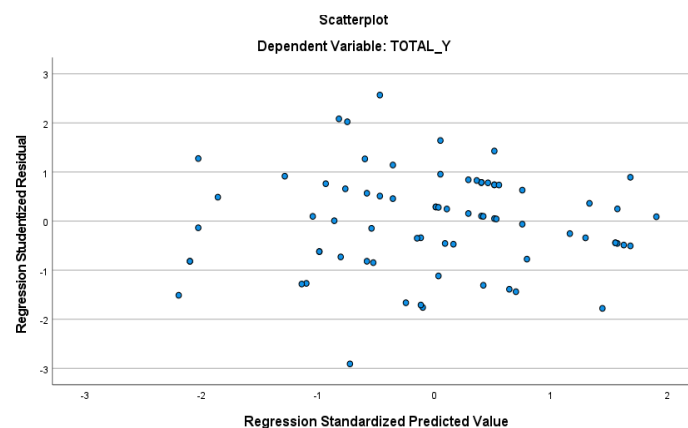


Figure 5. Heteroscedasticity Test Results

The test results show that a pattern is formed and the points are scattered at the top and bottom of the number 0 on the Y axis. In this study, all variables can be said not to experience heteroscedasticity.

7. Multiple Linear Regression Test

Multiple linear regression tests were conducted to analyze the effect of independent variables on the dependent variable, in this case Employee Performance (Y) which is influenced by Motivation (X1), Creativity (X2), and Behavior (X3).

Table 9. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.407	2.866		2.584	.000
	Motivation	.076	.139	.360	2.546	.001
	Creativity	.354	.107	.366	3.301	.002
	Behavior	.164	.137	.231	2.190	.001
a. Dependent Variable: Employee Performance						

Based on Table 9. which is the output result of SPSS, the regression equation can be obtained as follows:

$$Y = 7.407 + 0.076X_1 + 0.354X_2 + 0.164X_3$$

Based on the results of the above calculations, it can be concluded as follows:

- The constant value (a) is 7.407. The positive sign indicates that the influence between the independent and dependent variables is unidirectional. This shows that Employee Performance is 7.407 if Motivation (X1), Creativity (X2), and Behavior (X3) remain constant.
- The regression coefficient value of the Motivation variable is 0.076. This shows that Motivation increases, Productivity will increase by 0.076.
- The Creativity variable has a regression coefficient value of 0.354. This shows that employee performance will increase by 0.354 as creativity increases.
- The Behavior variable has a regression coefficient value of 0.164. This shows that employee performance will increase by 0.164 in response to an increase in the work environment.

8. Test Coefficient of Determination (R²)

The purpose of this coefficient of determination test is to assess the model's capacity to explain the extent to which the stimulus, one of the independent variables, affects the other independent variables, as indicated by the Adjusted R Square. If the R-Square value is more than 0.67, then the model is considered strong. The results of the coefficient of determination test are shown below:

Table 10. Test Results of the Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632a	.487	.447	1.1490
a. Predictors: (Constant), Behavior, Motivation, Creativity				

Based on the table above, the R Square value of 0.447 indicates that the model can explain about 44.7%. This shows that the effect of Employee Performance (Y) through the variables Motivation (X1), Creativity (X2), Behavior (X3) has a significant effect. The remaining 55.3% is explained by other factors outside the variables used in this study.

9. F test

The F test is used to determine whether the independent variables together have a significant effect on the dependent variable. The calculated F value obtained from the regression analysis results is compared with the f table for the significance value. The formula for degrees of freedom (df) in the F test is:

$$df = n - k$$

$$= 67 - 3$$

$$= 64$$

$$= 2,75$$

Table 11. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.575	3	10.525	4.739	.002b
	Residuals	137.698	63	2.221		
	Total	169.273	66			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Behavior, Motivation, Creativity						

Based on table 11, it shows that the f-count value of 4,739 is greater than the f-table value of 2.75 and the significance value of 0.002 is smaller than 0.05. These results indicate that Motivation (X1), Creativity (X2), and Behavior (X3) have a significant influence on the Employee Performance Variable (Y).

10. Partial Test (T Test)

The T test shows the extent to which the influence of each independent variable partially impacts the dependent variable with a significance value of <0.5.

- Variable X has an influence on variable Y if the significance value is less than 0.5 or t count is greater than t table.
- Variable X has no influence on variable Y if the significance value is greater than 0.5 or t count is smaller than t table.

$$t \text{ table} = t(a/2; n-k-1)$$

$$= t(0,025 : 67-3-1)$$

$$= t(0,025 : 63)$$

$$= 1,998$$

Table 12. T-test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.407	2.866		2.584	.000
	Motivation	.076	.139	.360	2.546	.001
	Creativity	.354	.107	.366	3.301	.002
	Behavior	.164	.137	.231	2.190	.001
a. Dependent Variable: Employee Performance						

- Motivation affects Employee Performance:** the t value of 2.546 is greater than t table 1.998 with a significance value of 0.001 < 0.05 so it can be concluded that H0 is rejected and Ha is accepted.
- Creativity affects Employee Performance:** the t value of 3.301 is greater than t table 1.998 with a significance value of 0.002 < 0.05 so it can be concluded that H0 is rejected and Ha is accepted.

- 3) Behavior affects Employee Performance:** the t value of 2.190 is greater than t table 1.998 with a significance value of $0.001 < 0.05$ so it can be concluded that H_0 is rejected and H_a is accepted.

Discussion

Based on the results of the SPSS analysis, the researcher will discuss what was obtained in this study, which raised 3 independent variables, namely Motivation, Creativity, and Behavior to the related variable, namely Employee Performance.

Based on the research, here are the results:

- The answers came from 67 respondents, most of the respondents were female as many as 52 people (77.6%), while the rest were male as many as 15 people (22.7%).
- In the age category, respondents were at the age of 20 years, namely 20 people (31.2%), Respondents aged from 20 to 21 years answered as many as 18 people (25.6%), Respondents aged 22 to 23 years answered as many as 16 people (24.8%), and Respondents aged 24 to 26 years answered as many as 13 people (18.4%).
- The category of length of work shows that most respondents have worked for 1 year as many as 14 people (20.89%), there are also those who work for 2-3 years as many as 25 people (37.31%) there are also 3-4 years as many as 15 people (22.38%), and those who work for more than 5 years as many as 13 people (18.7%).

1) Effect of Motivation on Employee Performance

The regression analysis test results show that the effect of motivation on employee performance at PT. XYZ is 0.076. The partial test results (t test) show that the t value of 2.546 is greater than t table 1.998 with a significance value of $0.001 < 0.05$ which indicates that H_1 , namely motivation is accepted and has a significant effect on employee performance. The results of this study are reinforced by previous research conducted by (Rika Widianita, 2023) which states that motivation has a significant effect on employee performance.

2) Effect of Creativity on Employee Performance

The results of the regression test analysis show that the effect of creativity on employee performance at PT. XYZ is 0.354. The results of the partial test (t test) show that the t value of 3.301 is greater than t table 1.998 with a significance value of $0.002 < 0.05$ which shows that H_2 , namely creativity is accepted and has a significant effect on Employee Performance. The results of this study are reinforced by previous research conducted by (Setiawan & Idham, 2022) which states that creativity has a positive and significant effect on employee performance.

3) Effect of Behavior on Employee Performance

The results of the regression test analysis show that the effect of behavior on employee performance at PT. XYZ is 0.164. The partial test results (t test) show that the t value of 2.190 is greater than the t table of 1.998 with a significance value of $0.001 < 0.05$ which indicates that H_3 , namely behavior is accepted and has a significant effect on Employee Performance. The results of this study are reinforced by previous research conducted by (Ratnasari & Tarimin, 2021) which states that individual behavior has a positive and significant effect on employee performance.

4) Effect of Motivation, Creativity and Behavior on Employee Performance

The regression test results on Employee Performance at PT. XYZ have a coefficient value of 7.407. the positive sign indicates that the influence between the independent variable and the dependent variable is unidirectional. The test results simultaneously produce a calculated f value of 4,739 with a significance value of 0.002. This shows that motivation,

creativity, and behavior affect employee performance. The results of this study are reinforced by previous research conducted by (Jean Jr. & Ferinia, 2023) which states that work creativity and innovative behavior simultaneously have a significant effect on employee performance.

CONCLUSION

Based on the results of the research and discussion, it can be concluded as follows:

1. Motivation has a positive and significant effect on Generation Z employee performance. The results of the analysis show that work motivation has an important role in increasing employee productivity. High work motivation, both from intrinsic (inner drive) and extrinsic (external factors such as rewards and work environment) factors, can encourage employees to be more enthusiastic at work. Support from the company in the form of policies that encourage motivation, such as providing intensive, recognition of performance, and career development opportunities, can improve overall employee performance.
2. Creativity has a positive and significant influence on the performance of Generation Z employees. Creativity plays a role in creating new, more effective ways of completing tasks and bringing innovation to the workplace. Employees who have high levels of creativity are able to provide new ideas, adapt to change, and contribute to the development of more efficient work processes. With support from the company, such as providing space for employees to experiment and create new solutions, creativity can be a factor that increases the competitiveness of the company.
3. Work behavior has a positive and significant effect on Generation Z employee performance. Good work behavior, such as discipline, initiative, and thoroughness, is one of the main factors in improving employee work effectiveness. Employees who have good work behavior tend to be more focused in carrying out their duties, have high responsibility, and are able to adapt to the dynamics in the workplace. Therefore, companies need to create a work environment that supports positive work behavior so that employee productivity remains optimal.
4. Motivation, Creativity, and Work behavior simultaneously have a positive and significant effect on the performance of Generation Z employees. The results of simultaneous testing show that these three independent variables complement each other in improving employee performance. Motivation provides encouragement for employees to work with more enthusiasm, creativity encourages employees to think innovatively and solve problems effectively, while work behavior forms discipline and responsibility at work. Therefore, companies need to develop strategies by considering these three factors in order to create a work environment that supports optimal performance for Generation Z employees.
5. Generation Z as a workforce has unique characteristics that need to be considered in human resource management strategies. Generation Z is known as a generation that quickly adapts to technology, has an entrepreneurial spirit, and is open to change. However, they also have challenges in terms of focus and consistency at work. Therefore, companies need to understand the needs and characteristics of Generation Z by creating a flexible work environment, providing space for creativity, and building a motivation system that matches their expectations.

Research implications for the world of work and HR management. The findings of this study provide insight for companies in developing more effective employee management strategies. Motivation, creativity, and work behavior need to be prioritized in human resource management policies in order to improve employee performance. In addition, companies also need to implement more innovative approaches in attracting, developing and retaining a workforce from Generation Z.

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