



Analysis Of Work Motivation Through Rewards And Organizational Climate In Generation Z In Jakarta

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Abstract

In this day and age, where most of the employees currently working in a company or organization are people who belong to generation Z. It is also necessary to pay attention to things such as what can motivate generation Z to work in Jakarta through rewards and organizational climate. The purpose of this research was to determine the effect of rewards and organizational climate on the work motivation of Generation Z in Jakarta. This research was also conducted by taking primary data by distributing questionnaires to employees belonging to generation Z in the city of Jakarta. The samples taken were 180 respondents who met the requirements and criteria with a purposive sampling technique and the data were analyzed using the SEM or Structural Equation Modeling method with a quantitative approach. Data is processed using SmartPLS software version 3.2.9. The results obtained in this study are that the independent variables, namely rewards and organizational climate, have a significant and positive influence on the work motivation of Generation Z in Jakarta. The results of this study are also encouraged to provide advice to all organizations or companies in the Jakarta area in dealing with employees who belong to generation Z in providing work motivation with rewards and organizational climate. The novelty of this study is that generation Z, which is the youngest generation in working age, views decision-making or teamwork as the main factor in motivating employees. This means that since the beginning of work, values that prioritize teamwork have been instilled.

Keywords: Rewards, Organizational Climate, Work Motivation

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AJMESC, Volume 03 Issue 02, 2023



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1. INTRODUCTION

Towards 2023, generally there will be more and more generation Z who have become employees and will become prospective employees where this generation has another name, namely i-Generation born from 1995 to 2012 which is considered quite literate in technology and other things. related to modern activities. Generation Z who will be used as a source of information in this study are individuals who have an age range of 20-27 years who are employees who work or are doing internships, especially in the Jakarta area when this research is being conducted. In addition, not only the younger generation but the older or senior generation must also be literate about modern technology that will be applied in doing work.

Dewi Rachmawati (2019) explains that of course there will be gaps in the work environment, namely between generation Z or the younger generation and the older generation because the mindset is also different. According to Manheim (1952) in Putra (2016), reveals that the younger generation cannot socialize properly and perfectly because there is a gap between the ideal values taught by the older generation and the reality faced by the younger generation. This will probably be a big influence in doing work and affect the atmosphere that will be faced in the daily work environment. According to Faustino Cardoso Gomes (2003: 180), the factors that motivate employees come from 2 groups, namely coming from within the individual itself (needs, goals, attitudes and abilities) and coming from outside the individual (salary, supervision, praise/awards, charged work and the atmosphere of the work environment). This study also aims to be able to provide a more technologically literate atmosphere in the world of work where generation Z which is the object of research in this study is the generation born from 1995 to 2012 which is considered quite literate in technology and related matters. with modern activities.

Rewards are rewards for the work that has been done by individuals in carrying out their work. Awards are all income in the form of money, goods directly or indirectly received by employees as compensation or services provided to the company (Hasibuan, 2007). In research conducted by Nadia Sajjad Hafiza, Syed Sohaib Shah, Humera Jamsheed (2011) conducted on non-profit organizations in Pakistan, there is evidence that extrinsic rewards, such as salaries, bonuses, promotions, benefits, and incentives, have a positive impact on motivation. Work. Likewise, research conducted by Reena Ali and M.Shakil Ahmed (2009) at





the Unilever company, obtained the result that there was a significant effect of appreciation on work motivation. Likewise, a study conducted by Rizwan Qaiser Danish and Ali Usman (2010) in Pakistan found that there was a significant direct relationship between appreciation and work motivation.

Organizational climate according to Pasaribu and Indrawati (2016), which is the relative environmental quality of the organization experienced by its members, where it has an effect on their behavior and how the organization functions well. According to Mukti Rahardjo & Lisna Rita Riama Sinaga (2020), organizational climate also has a positive influence on employee performance. In other words, organizational climate can be one that plays a role in motivating employee work so that employee performance can also be maximized. In a study conducted by Reza Shirzadi, Jafar Ravan Shad, Mohammad Nasiri, Hasan Abdi and Shahrookh Khani (2013) in Kermanshah Province, the results showed that there was a significant and positive relationship between organizational climate and employee motivation. In addition, a study conducted at the Food and Agriculture Office Clump of Merauke Regency by Terisius Andreas Kasman Rimbayana, Anita Erari and Siti Aisyah (2022), obtained results in which this study used work motivation as a mediating variable but the result was organizational climate that had a significant effect on motivation Work.

According to Robbins and Judge (2013), work motivation is the willingness to expend efforts towards goals in an organization. This is of course conditioned by the ability of these efforts to meet an individual need. According to Carunia Mulya Firdausy and Suprastini (2019), work motivation can be influenced or can grow and develop by many factors and it is necessary to pay attention to the condition of all employees so that work motivation becomes more positive so that company goals are easily achieved because work motivation is also directly proportional to the achievement of company goals and with good work motivation, of course it will also be faster to achieve the goals of the company and vice versa. In this study, the authors propose a topic for further study, namely: Analysis of Work Motivation Through Rewards and Organizational Climate in Generation Z in Jakarta.





2. LITERATURE REVIEW

2.1. Award

According to Sastrohadiwiryono (2009), awards are compensation for services provided by the company to workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals set. Types of rewards can be divided into two according to Long in Jusuf namely 1) extrinsic rewards and 2) intrinsic rewards. In general, awards are rewards given in the form of material or non-material that are given by the company to its employees and have the aim of motivating employees to work to achieve company goals. Because employees feel appreciated and motivated by the influence of the awards given, it will form employees who are passionate about working so that employee productivity also increases, so the company goals that have been determined are also easier to achieve.

Giving awards must also meet several conditions that must be met, namely, 1) Rewards must be fair and equal in accordance with the results of each employee, in other words there is no element of favoritism, 2) It is transparent in nature where every party affiliated with the company knows this. , and 3) This award is given consistently and consistently in accordance with the terms and time agreed by the company.

Research by Hafiza et.al., (2011), Ali & Ahmed (2009), Danish & Usman (2010) states that rewards are closely related and have a significant and positive influence on employee motivation. This means that giving awards can influence and motivate employees in doing work. So that the hypothesis can be formulated:

H1: There is a significant and positive influence between rewards on the work motivation of Generation Z in Jakarta

2.2. Organizational Climate

According to Wirawan (2008: 122), organizational climate is the perception of members of the organization (individually or in groups) and those who are constantly in contact with the organization regarding what is or happens in the internal environment of the organization on a regular basis, which influences the attitudes and behavior of the organization and the performance of organizational members. which then determines organizational performance. In general, organizational climate is the state, atmosphere and





working environment conditions that are characteristic of an organization that is formed from the internal organization, namely attitudes, behavior and personality of all members of the organization and is felt and controlled directly by its members while carrying out activities in achieving the goals of the organization. organization. So organizational climate can be interpreted as everything, nature, attitudes or aspects that exist within an organization that can be measured to determine the performance of each member of the organization together to achieve the goals set by the organization and can later increase motivation to get awards. from his work. According to Intifada (2013) cited in I Gusti Ngurah Pranata and I Wayan Mudiarta Utama (2019) explains that there are 7 indicators in Organizational Climate namely: leadership, trust, joint decision-making or support, honesty, communication, flexibility or autonomy, and risk. work. Research by Shirzadi et.al., (2013), Melati et.al., (2021), and Rimbayana et.al., (2022), states that organizational climate has a significant and positive influence on work motivation so that the conditions within An organization influences and motivates the work of its employees. Then the next hypothesis is:

H2: There is a significant and positive influence between organizational climate on the work motivation of Generation Z in Jakarta.

2.3. Work Motivation

According to Kreitner and Kinicki in Wibowo (2014: 121), work motivation is a psychological process that arouses, directs and persistence in taking voluntary actions directed at achieving goals. According to Hamzah Uno in Olivia (2012), work motivation is a force within a person that influences the direction, intensity and persistence of a person's voluntary behavior to do work.

In conclusion, work motivation is the desire and strength that comes from within or outside of each person to do work diligently in accordance with the goals and directions to be achieved both personal goals and company goals. According to Hasibuan (2013), there are 2 types of work motivation, namely: Positive motivation in this motivation, superiors give awards to subordinates to motivate the results of the hard work that has been done as an appreciation for the work that has been done which will improve employee performance. Negative motivation, in this motivation, superiors provide sanctions for mistakes or



negligence of subordinates in carrying out their work. In the short term this can increase the morale of subordinates so they don't make mistakes but in the long term this results in things that are not good. Indicators of work motivation based on Abraham Maslow's theory of needs cited in Mangkunegara (2017: 101-102) are as follows: Physiological Needs, Needs for Security, Social Needs, Needs for Appreciation, and Needs for Self-Actualization.

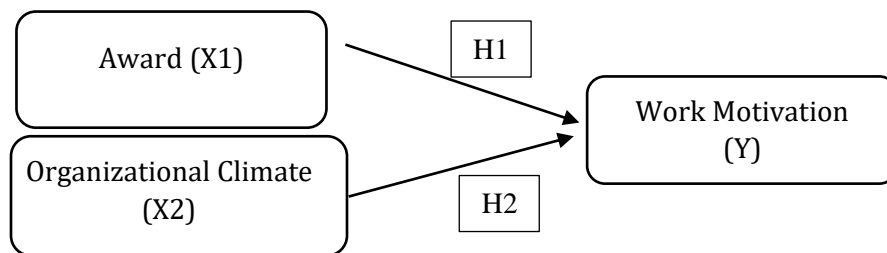


Figure 1. Research Model

3. RESEARCH METHODS

The research design that will be used for this research is a descriptive research design. The research that will be carried out uses quantitative research methods. Quantitative research is methods for testing certain theories by examining the relationships between variables (John W. Creswell, 2017: 4). The sampling technique is generally carried out randomly, data collection uses research instruments, data analysis is quantitative in nature with the aim of testing the hypotheses that have been set. The population used to conduct this research are all employees belonging to generation Z in Jakarta. The sampling technique used is purposive sampling. Respondents who will be selected as samples are respondents who meet the requirements and criteria according to research needs that have been determined by researchers, namely employees who are included in generation Z who were born between 1995-2002 where at the time this research was conducted respondents aged between 20-27 years and were carrying out internship or work activities, especially in the capital city of Jakarta. Hair et al. (2010) revealed that the sample size used adjusted to the number of indicators in the study assuming 5-10 times the number of questions



(indicators) in the variable. Because in this study there are about 18 indicators in each variable, it is estimated that at least a sample is needed of 90-180 respondents, in this case the author uses 180 respondents.

The operational variables in this study are as follows:

Table 1: Variable Operationalization

No.	Variable	Indicator	Code	Scale
1	Award Source : Dicky Saputra (2017)	1. I get paid according to the results of my work	P1	Likert
		2. I get a salary according to the workload done	P2	
		3. Incentives are given as encouragement for the work done	P3	
		4. Allowances are given to increase morale	P4	
		5. I am given praise for satisfactory work results	P5	
		6. The company where I work provides promotions according to employee performance	P6	
2	Organizational Climate Source: Intifada (2013) in I Gusti Ngurah Pranata and I Wayan	1. Leader I give work according to ability to achieve goals	I01	Likert
		2. Leaders and I can trust each other and have a good relationship	I02	
		3. I, the Leader, and Colleagues discuss and support each other in doing the job	I03	
		4. I can speak honestly and frankly in doing my job	I04	
		5. I know all the information about my	I05	





	Mudiarta Utama (2019)	job 6. I am free to express my opinion 7. There will always be work risks but I have a commitment to remain responsible for those risks.		
3	Work Motivation Source: Abraham Maslow in Mangkunegara (2017:101- 102)	1. The facilities available in the office are adequate 2. I feel safe and comfortable in the office 3. I can interact well with colleagues in the office 4. I feel valued and acknowledged 5. I get the drive to achieve goals and ideals	MK1 MK2 MK3 MK4 MK5	Likert

The data in this study is primary data, the data collection method used is a questionnaire. Questionnaires were distributed using Google Forms and distributed via social media. In this study, Structural Equation Modeling as a data analysis technique was used to test the effect of the independent variables, namely Rewards and Organizational Climate, on the dependent variable of this study, namely Work Motivation. The data from the questionnaires to be obtained were processed using SmartPLS version 3.2.9 software. Test the validity and reliability test using the outer model, as well as the inner model to test the coefficient of determination, effect size test, Q-Square measurement test, Goodness of Fit test and Hypothesis Test.

4. RESEARCH RESULT

In the following, the author presents the results of processing data sourced from questionnaires to 180 respondents and processed using the SmartPls ver 3.2.9 software, the following results are obtained:





Table.2: Path Coefficient

Variabel	path coefficient	t-statistics	p- value
Award → Work Motivation	0,204	2,495	0,013
Organizational Climate → Work Motivation	0,562	6,674	0,000
R Square	0,460	R Square Adjusted	0.428
Predictive Relevance Q ²	0.062	Goodness of Fit	0.391

Based on the table above, the coefficient of determination or R square is 0.460, which means that 46% of the work motivation variable can be explained by the reward and Organizational Climate variables and the remaining 54% can be explained by other independent variables not examined in this study. The value of the coefficient of determination or R² is included in the moderate value category. The results obtained by Q² are greater than zero and indicate that the observed values have been reconstructed well and the conclusion that can be drawn is that all the variables in this study have predictive relevance. Furthermore, the model feasibility test (GoF), the GoF results in this study obtained a number of 0.391 which is included in the interpretation of the large GoF value.



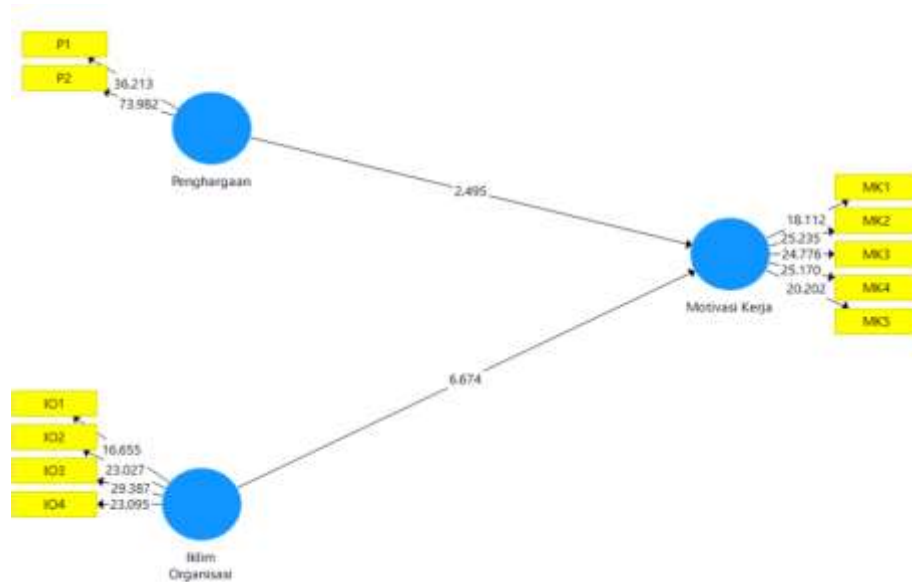


Figure 2. Bootstrapping results

Source: Results of Data Processing using SmartPLS 3.2.9 software

According to the results of the Path Coefficient test analysis above, it was found that rewards have a positive and significant effect on work motivation, this means that the better the rewards for employees will increase the employee's work motivation. Organizational climate has a positive and significant effect on work motivation, meaning that the more conducive the company's organizational climate, the higher the employee's work motivation.

5. DISCUSSION

The research was conducted with 180 respondents, where the majority of respondents were aged 20-21 years with a total of 64 respondents (35.6%), all of which were 180 respondents (100%) living or domiciled in Jakarta as stated in the title research, and the last is the total number of respondents, namely as many as 180 (100%) work as employees in a company or organization. Data analysis carried out in this study was using Partial Least Squares-Structural Equation.



Based on the results of tests that have been carried out that rewards have a significant and positive effect on work motivation with an original sample value of 0.204, a t-statistics value of 2.495 and a p-value of 0.013. These results are in accordance with the research studies of Shirzadi et.al., (2013), Melati et.al., (2021), and Rimbayana et.al., (2022), stating that organizational climate has a significant and positive influence on work motivation so that conditions that exist within an organization that influence and motivate the work of its employees. The results obtained are in line with the research of Hafiza et.al., (2011), Ali & Ahmed (2009), Danish & Usman (2010) stating that rewards are closely related and have a significant and positive influence on employee motivation. From the descriptive analysis of research variables, the results show that not all indicators of the reward variable can influence employee motivation, especially for Generation Z in Jakarta, these indicators are incentives, benefits, interpersonal rewards/praise/recognition, and promotion. Most of the respondents' results are that they do not feel these things to motivate their work. From this reward variable, the result is that wages are an indicator that has the greatest influence in motivating generation Z work in Jakarta.

Organizational climate has a significant and positive effect on work motivation with an original sample value of 0.562, a t-statistics value of 6.674 and a p-value of 0.000. These results are consistent with studies conducted by Shirzadi et.al., (2013), Melati et.al., (2021), and Rimbayana et.al., (2022), stating that organizational climate has a significant and positive influence on motivation work so that the conditions that exist within an organization affect and motivate the work of its employees. Respondents who are employees belonging to generation Z feel that they do not fully know all the information about the work they are doing, they also do not feel free to express their opinions and tend not to want to take risks for the work they do. From the organizational climate variable, respondents felt that indicators of making joint decisions, or obtaining support from colleagues, were the most motivating things for Generation Z to work in Jakarta.

6. CONCLUSION

Based on the results obtained and discussed above, the conclusion that can be drawn is that rewards and organizational climate have a positive and significant effect on the work motivation of Generation Z and the organizational climate variable has a greater influence





than the reward variable on the work motivation of Generation Z in Jakarta. Besides that, the company should pay attention to every indicator of the award which is considered invalid and does not yet have an influence on employee motivation, such as indicators of incentives, benefits, praise or recognition for every employee who works well, and promotions in accordance with the results that have been done. by employees. In addition, companies should also pay more attention to matters regarding the provision of information about each employee's work, allow and respect each employee to express his opinion and encourage employees to remain responsible for job risks that will later be passed by employees to increase employee motivation. An important finding from this study is that Generation Z, which is the youngest generation in working age, views decision-making or teamwork as the main factor in motivating employees' work. This means that since the beginning of work, values have been instilled that prioritize teamwork.

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