The Influence of Non-Physical Work Environment and Work Stress on Job Performance of Gen Z in Indonesia

Fadlila Saraswati
Magister Management Student
Faculty of Economics and Business
Telkom University
Bandung, Jawa Barat, Indonesia
fadlilasaras@student.telkomuniversity.ac.id
fadlilasrswt@gmail.com

Dian Indiyati
Lecturer of Magister Management
Faculty of Economics and Business
Telkom University
Bandung, Jawa Barat, Indonesia
dianindiyati@telkomuniversity.ac.id

Abstract

Human resources are important assets in company business activities. Human resources are grouped into generations according to their age. Generation Z, who was born in 1997-2010, dominates the number of generations in Indonesia with a figure of 27.94% or around 75.49 million people out of a total of 270 million people in Indonesia. Gen Z is a new generation entering the workforce and very literate with technology and the internet because it was born in an era where technology is developing very rapidly. At work, there are many things that affect job performance, include non-physical work environment and work stress. By providing facts about the non-physical work environment and work stress, this research is expected to be able to provide the influence of the non-physical work environment and work stress on job performance of Gen Z using an online valid and reliable questionnaire survey with 150 respondents who were selected by purposive sampling. The target population is Gen Z who work in the technology field in DKI Jakarta, and then will be analyzed using the Structural Equation Modeling (SEM) method.

Keywords

Generation Z, Non-Physical Work Environment, Work Stress, Job Performance, Structural Equation Modelling (SEM)

1. Introduction

Indonesia has a total of 139.81 million working age human resources (Central Bureau of Statistics, 2021). Human Resource Development (HR) is one part of the goals and processes carried out by the government in Indonesia's national development efforts. Indonesia's national development can be encouraged with a stronger awareness of every human resource to develop themselves and others in the world of work. The quality of human resources in a company is one of the factors that determine the quality of a company. Human resources are an important asset in the activities carried out by the company. In addition to the quality of existing human resources, human resource management is also an element that is no less important. This is often a factor in the existence of the company.

Generation Z dominates the population in Indonesia with a figure of 27.94% or around 75.49 million people from a total of 270.20 million people and the millennial generation is in second place with a total of 25.87% of Indonesia's population. This data shows that Generation Z dominates the population census in Indonesia, followed by the millennial generation. Generation Z was born in 1997 – 2010, while the millennial generation in 1981 – 1996. Generation Z is the youngest in the world of work or has just entered the workforce. Each generation has a different behavior in work, as well as the aspirations, expectations, and values of each generation. These differences in

characteristics affect preferences in choosing jobs and the work environment that each generation is interested in. Such as the characteristics of Generation Z who can carry out several activities at one time (Putra, 2018). Another characteristic of Generation Z is familiar with technology and gadgets.

The number of Gen Z that increasingly dominates this demographic is a challenge as well as an opportunity for the company. Companies must ensure that the Generation Z who are working can provide good performance in the company. Soomro, Breitenecker, & Shah (2018) explain that job performance is the productivity of each employee, which generates rewards for tangible or intangible returns. Job performance can be described as a response in the form of behavior that reflects the learning outcomes by employees, including the results of mental and psychological abilities (Bataineh, 2019). Employees as the driving force of the organization's operations, if the employee's performance is good, the organizational performance will also increase. In line with Anthony's research (2017), that optimal performance will help the company's success in achieving organizational goals.

There are many things that affect the performance of human resources in an organization, both from the environment and from oneself. One example is the work environment. The work environment is one of the factors that support the creation of job satisfaction for employees. According to Ozkan & Solmaz (2015), the social environment is the main factor for generation Z in choosing a workplace. In the world of work, the social environment at work is the main factor as a consideration for Generation Z in looking for work (Hanifah & Wardono, 2020). According to Stillman (2018), Generation Z tends to seek a pleasant work environment that has a flexible work schedule and high part-time or overtime pay. The social environment in the world of work is also one of the factors that influence Generation Z in choosing a place to work. This is supported by Tewari's research (2017) which indicates the factor of Generation Z in choosing a workplace with a pleasant environment. The study explains that Generation Z has expectations of guidance from their superiors and builds good relationships with colleagues. Generation Z also wants a work environment that provides career paths in other words supports career acceleration in their workplace (Hanifah & Wardono, 2020).

In addition to work environment factors, the problem that often occurs is the high pressure and the sequence of tasks given in the work. The nature of discipline and responsibility of each employee is the main key in working. Along with the magnitude of discipline and responsibility in various conditions, trigger various problems that will be experienced by everyone. This triggers employees to experience work stress. Job stress is a condition that is often experienced by every employee during high pressure at work. According to Robbins (2007), job stress is often associated with job performance. Job stress is not only faced with the work environment, but also feelings of pressure in the face of high pressure at work.

According to research conducted by Erawati, Sitiari, & Indiani (2019), that stress affects job performance, and the work environment also has a significant effect on job performance. Another study conducted by Motoda & Kimbal (2020), that work stress occurs due to the work environment and differences of opinion between individuals in the world of work.

1.1 Objectives

Departing from the phenomena described above, this research will answer the following questions:

1. Knowing the description of the non-physical work environment of Generation Z in Indonesia
2. Knowing the level of work stress of Generation Z in Indonesia
3. Knowing whether the non-physical work environment has a direct influence on the performance of Generation Z talents in Indonesia
4. To know whether work stress has a direct influence on the performance of Generation Z talents in Indonesia
5. To know whether the physical work environment and work stress have a simultaneous effect on the performance of Generation Z employees in Indonesia.

2. Literature Review

2.1 Human Resources Management

Human Resource Management is a process of utilizing individuals to achieve organizational goals (Mondy, 2008). Human Resources itself according to Wirawan (2015) is the most important resource in a company, because without

HR, other resources will not be useful for the company. In a company, human resources drive all kinds of strategies to be able to achieve the vision through the mission built by the company. So that, companies need a good human resource management system to be able to achieve the goals of the company.

2.2 Organizational behavior

Organizational behavior is an applied behavioral science that contributed from several studies such as psychology, sociology, social psychology, anthropology, strategic management, and marketing management. Psychology has the most dominant contribution at the individual level within the organization (micro), while sociology, social psychology, and anthropology have contributions in the organizational context (macro). Organizational behavior, according to Sule & Priansa (2018) is a study related to aspects of human behavior in organizations and groups which can generally be divided into two, namely, the perspective of the organization towards people and the perspective of the people towards the organization. This theory is also supported by statements from George and Jones (2011) that organizational behavior is a study of various factors that influence the actions of individuals and groups in organizations and how organizations manage their environment.

2.3 Non-physical work environment

According to Sedarmayanti (2018), the non-physical work environment is all situations related to work relationships, including relationships with superiors, relationships with colleagues or subordinates. The non-physical work environment is something that cannot be ignored, the company must be able to provide situations and conditions that support it in carrying out work activities every day. The conditions that must be created are a close family atmosphere, good communication between employees and between subordinates and superiors. A harmonious social environment can support achieving agency goals through togetherness in carrying out their duties (Budianto and Katini, 2015). The ideal non-physical work environment is when the leader can carry out the supervisory function well, have a sense of trust in each other (Samson, 2015), the establishment of kinship, mutual support, harmony, and communication.

2.4. Work stress

Work stress is a condition which causes a physical and psychological imbalance that will affect the emotions, ways of thinking and the condition of employees. According to Siagan (2016) work stress is a condition of tension that affects one's emotions, thoughts, and physical condition. Stress that is not handled properly will usually result in a person's inability to interact positively with his environment, both in terms of the work environment and outside it. Mangkunegara (2017) provides a definition of stress as a depressed state, both physically and psychologically. Stress is usually a condition characterized by environmental demands that exceed the individual's ability to respond.

2.5. Job performance

According to Afandi (2018), performance is the work achieved by a company according to the responsibilities of each employee in achieving organizational goals that do not violate the law, and do not conflict with morals and ethics. Another definition of job performance is expressed by Soomro (2019), where job performance is employee productivity that generates rewards for tangible and intangible returns. The definition of performance according to Bataineh (2019) is a description as a response in behavior that results in learning by each employee including the results of psychological and mental abilities. According to Widodo (2015) job performance is the level of achievement of results for certain tasks carried out. Job performance is formed from the synergy of several employee internal factors, external and internal organizational environmental factors. Employee internal factors are factors that are owned by individual employees, for example talent, skills and knowledge, creativity, physical, psychological state, competence. Meanwhile, internal organizational factors relate to organizational support for employees in carrying out their duties, including organizational vision, mission and goals, policies, technology, organizational strategies, management systems, compensation, capital, organizational culture, organizational climate, and co-workers. Furthermore, external organizational factors are circumstances, events or situations that occur in the environment outside the organization and can affect job performance, including economic, political, social, cultural, and religious conditions, as well as competitors. These three factors can affect job performance directly or indirectly, as in internal factors, employee talent can affect the results of his work, if his talent can be utilized properly then his work will be completed properly and vice versa. Performance is also called work performance, work implementation, work achievement and work results (Sedarmayanti, 2018).

3. Methods

In this study, the technique used to collect data was using a questionnaire. Sugiyono (2017) explains that the questionnaire is a data collection technique that is carried out by giving a set of written statements or questions to respondents to answer. The questionnaire is a data collection technique that is quite efficient if the researcher knows for sure the variables to be measured and knows what the respondents can expect. The questionnaire distributed contained questions about the non-physical work environment, work stress and job performance. Answers are provided in each of these questions or statements, using a Likert scale. The Likert Scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specifically defined by researchers, hereinafter referred to as research variables. Then the indicator is used as a starting point for compiling instrument items which can be in the form of statements or questions.

The population of this study is Generation Z workers who work in the field of Technology in DKI Jakarta. According to Sugiyono (2017) population is an area consisting of objects or subjects determined by researchers based on certain quantities and characteristics, which will then be studied, and conclusions drawn. According to data from BPS DKI Jakarta Province, in 2021 the number of workers aged under 24 years is 558,782 people and the number who are not working is 188,734 people. But for the exact number of population used in this study is undefined.In this study, the sampling method used is non-probability sampling. Non-probability sampling is a sampling technique that does not provide equal opportunities for each member of the population to be sampled by Sugiyono (2017). According to Hair, Black, Babin, & Anderson (2010), explaining that the minimum number of quantitative samples needed is (number of indicators) x (number of variables). In this study, the number of indicators is 22, and the number of variables is 3, so the minimum number of respondents can be obtained using the calculation of the number of indicators multiplied by the number of variables with the result of 66 respondents.

Data analysis carried out in this study is to use the Structural Equation Model (SEM) in the model and hypothesis testing. According to Ghozali (2014), the Structural Equation Model (SEM) is a combination of two separate statistical methods, namely factor analysis which was later developed in psychology and psychometry and simultaneous equation modeling which was developed in econometrics. SEM is a collection of various statistical techniques that make it possible to simultaneously test a relatively complex series of relationships (Augusty, 2006). The complicated words referred to in the previous sentence are simultaneous models that are formed through more than one dependent variable at the same time acting as an independent variable for other tiered relationships.

The tools used in this test are the SmartPLS version 3.0 software. According to Abdillah & Jogianto (2015), there are several advantages using PLS:

1. Able to model many dependent and independent variables (complex models).
2. Able to manage multicollinearity problems between independent variables
3. The results remain solid (robus) even though there are abnormal data and missing (missing value)
4. Generate independent latent variables directly based on cross product that involves the dependent latent variable as a power prediction
5. Can be used on reflective and formative constructs
6. Can be used on small samples
7. Does not require data to be normally distributed
8. Can be used on data with different types of scales, namely nominal, ordinal, and continuous

4. Data Collection

Table 1. Characteristics Respondents Based on Gender

No	Gender	Amount	Percentage
1	Male	94	62,7 %
2	Female	38	25,3 %
3	No answer	18	12 %
	total	150	100%

From Table 1, the data of respondents based on male gender in this study amounted to 94 people or about 62.7% of the total respondents. The data of female respondents in this study amounted to 38 people or about 25.3% of the total respondents. And the last respondent who chose not to answer the gender question was 18 people or about 12% of the total respondents. So, it can be identified that most of the respondents studied were male.

Table 2. Characteristics of Respondents based on Length of Work

No	Work duration	Amount	Percentage
1	<1 year	46	30,6 %
2	1 – 2 years	87	58 %
3	>2 years	17	11,4 %
	total	150	100%

From Table 2, the respondent's data is based on the duration of work, the respondents with a working period of less than 1 year are 46 people or about 30.6% of the total respondents. Respondents with tenure between 1 – 2 years amounted to 87 people or about 58% of the total respondents. And the last one above 2 years of service amounted to 17 respondents or about 11.4% of the total respondents. So, it can be identified that the majority of respondents in this study have a working period of between 1-2 years of service.

5. Results and Discussion

5.1 Data Analysis

At the initial step, a model is designed to represent variables and indicators before the SmartPLS analysis process is carried out. The model that has been designed in this study is shown in Figure 1.

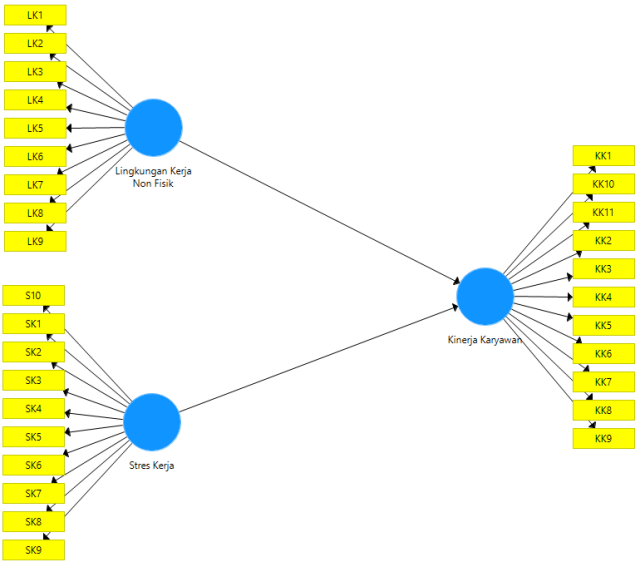

Figure 1. The SEM Model

According to Ghozali (2014), data processing using SEM (Structural Equation Modeling) based on PLS (Partial Least Square) has 2 stages for testing the Fit Model of a study. Namely Assessing the Outer Model or Measurement Model and Testing the Structural Model (Inner Model). Assessing the Outer Model includes convergent validity, discriminant validity, and evaluation of reliability and composite reliability. While the Inner Model test is to look at the R-square value for each independent variable.

A. Assessing the Outer Model or Measurement Model

a) Convergent Validity

At this stage, the assessment of the measurement model with reflexive indicators will be assessed based on the relationship or correlation between the estimated items with the help of PLS software. We can say that the reflexive measurement is high, if correlated with the measured construct more than 0.7. (Figure 2)

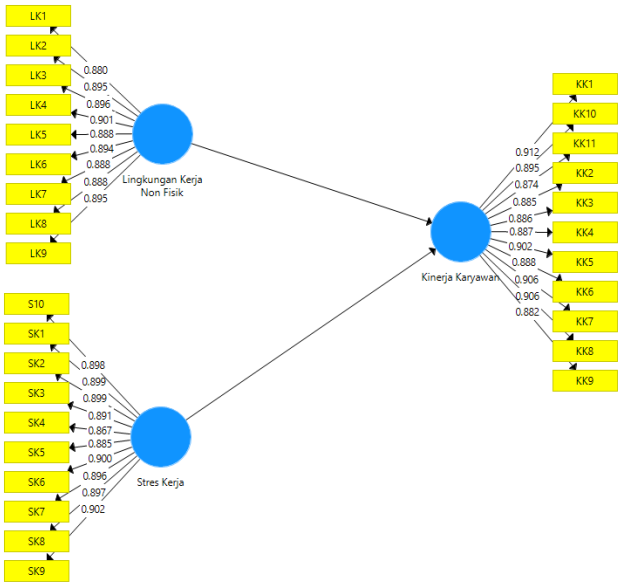

Figure 2. Outer Loadings or Measurement Model of the SmartPLS 3.0 Software

Table 3. The Results of the Outer Loadings or Measurement Model of the SmartPLS 3.0

	Job Performance	Non-Physical Work Environment	Work Stress
KK1	**0.912**		
KK2	**0.885**		
KK3	**0.886**		
KK4	**0.887**		
KK5	**0.902**		
KK6	**0.888**		
KK7	**0.906**		
KK8	**0.906**		
KK9	**0.882**		
KK10	**0.895**		
KK11	**0.874**		
LK1		**0.880**	
LK2		**0.895**	
LK3		**0.896**	
LK4		**0.901**	
LK5		**0.888**	
LK6		**0.894**	
LK7		**0.888**	
LK8		**0.888**	
LK9		**0.895**	
SK1			**0.899**
SK2			**0.899**

SK3			**0.891**
SK4			**0.867**
SK5			**0.885**
SK6			**0.900**
SK7			**0.896**
SK8			**0.897**
SK9			**0.902**
SK10			**0.898**

Based on the Table 3 above, it can be concluded that:

- Indicators of Good Superior Treatment, Supervision by Superiors, Relationships with Superiors, Communication with Coworkers, and Relationships with Coworkers, have a close relationship with the Non-Physical Work Environment variable because it has a relationship that is almost 100%. This may be because in the world of work, good non-physical relationships and work environments have been established between employees, co-workers, and superiors.
- Indicators of Economic Uncertainty, Political Uncertainty, Technological Uncertainty, Task Demands, Role Demands, Personal Claims, Family Problems, Personal Economic Problems, and Employee Personality have a close relationship with the Work Stress variable because it has a relationship almost 100%. This can be because these factors most often cause work stress and pressure that so affects employees at work.
- Indicators of Accuracy, Neatness, Accuracy of Work Results, Ability to Meet Work Standards, Work Speed, Time Sharing at Work, Work Time Discipline, and Understanding of Running Tasks have a close relationship with the Job Performance variable because it has a relationship that is almost 100%. This can explain that if these factors are getting better, the better the assessment and quality of an employee in carrying out their work.

The results of data processing output from SmartPLS 3.0 in this study, all indicators have a loading factor value of more than 0.7. So, it can be concluded that the value of the outer model or the correlation between constructs and variables meets the requirements of good convergent validity.

b) Discriminant Validity

At this stage, we will ensure that each concept of each variable is different from other variables. Discriminant Validity is a comparison between the value of the square root of average variance extracted (AVE) of each construct with other constructs in the model. Discriminant Validity value can be said to be good if the value of each construct is greater than the other constructs. (Table 4)

Table 4. The results of the calculation of the Discriminant Validity value processed by SmartPLS 3.0

	Non-Physical Work Environment	Work Stress	Job performance
KK1	0.878	-0.874	0.912
KK2	0.854	-0.866	0.885
KK3	0.856	-0.847	0.886
KK4	0.878	-0.868	0.887
KK5	0.866	-0.868	0.902
KK6	0.859	-0.862	0.888
KK7	0.881	-0.874	0.906
KK8	0.871	-0.866	0.906
KK9	0.860	-0.870	0.882
KK10	0.878	-0.877	0.895
KK11	0.858	-0.864	0.874
LK1	0.880	-0.854	0855
LK2	0.895	-0.866	0.868

LK3	0.896	-0.858	0.862
LK4	0.901	-0.861	0.880
LK5	0.888	-0.861	0.851
LK6	0.894	-0.866	0.858
LK7	0.888	-0.871	0.875
LK8	0.888	-0.864	0.869
LK9	0.895	-0.876	0.875
SK1	-0.853	0.899	-0.865
SK2	-0.884	0.899	-0.887
SK3	-0.857	0.891	-0.864
SK4	-0.869	0.867	-0.843
SK5	-0.864	0.885	-0.864
SK6	-0.873	0.900	-0.868
SK7	-0.847	0.896	-0.858
SK8	-0.883	0.897	-0.880
SK9	-0.873	0.902	-0.885
SK10	-0.858	0.898	-0.860

It can be seen from Table 5, that each loading factor value of each indicator of a variable is greater than the other variables. This proves that the latent variable has good discriminant validity. For the work stress variable, Table 5 has a number that tends to be negative, this is because the measurement of work stress has a Likert scale of 1 -5 where the lower the value, the greater the value. In contrast to the non-physical work environment and employee performance.

c) Composite Reliability

Test and reliability are done by looking at the value of Cronbach's Alpha and composite reliability. Composite Reliability is an indicator measuring whether a variable has good reliability in PLS, which will show an accuracy, consistency, and accuracy of measuring instruments in making measurements. A construct can be said to be reliable if Cronbach's Alpha is worth more than 0.6 to be said to be good. Meanwhile, composite reliability is said to have high reliability if the composite reliability value is above 0.7, and the Average Variance Extracted (AVE) value is above 0.5. Figure 3 will show the Cronbach alpha value and Table 5 will show the results of the SmartPLS 3.0 software regarding composite reliability and the Average Variance Extracted (AVE) value.

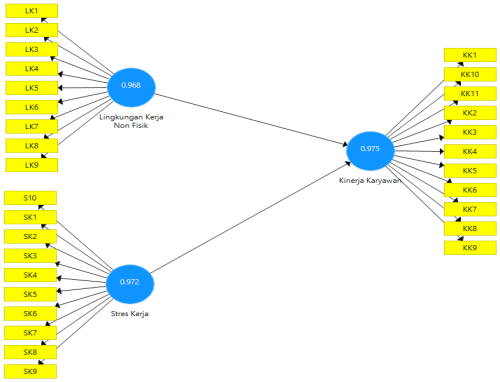

Figure 3. The Cronbach Alpha Value

Table 5. Result of Composite reliability and the Average Variance Extracted (AVE) Value.

	Composite Reliability	Average Variance Extracted (AVE)
Non-Physical Work Environment	0.972	0.795
Work Stress	0.975	0.799
Employee performance	0.977	0.798

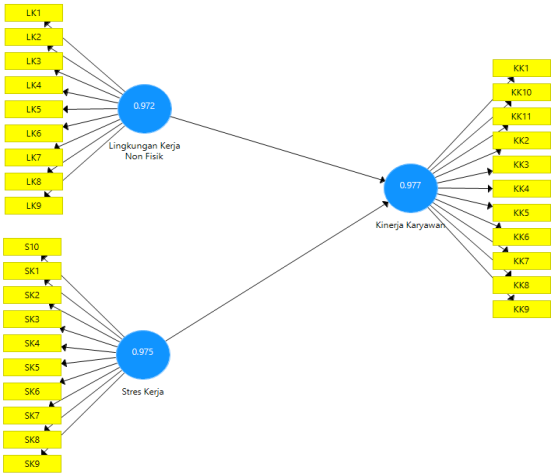

Figure 4 . Composite Reliability

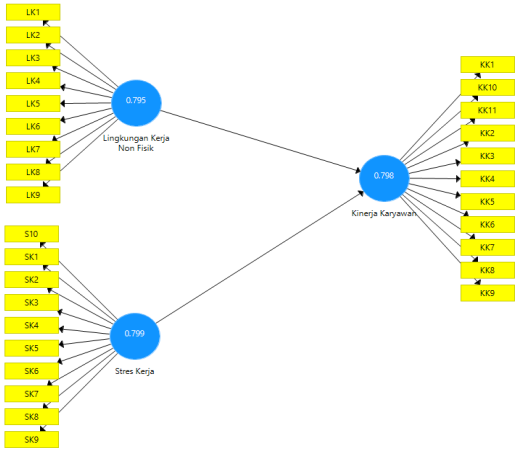

Figure 5. Average Variance Extracted (AVE)

In Table 5, all constructs have Composite Reliability values above 0.7, and Average Variance Extracted values above 0.5, so that in this study it can be said to be Reliable. This is supported by the Cronbach Alpha value which is above 0.6 which is categorized as having strong reliability. (Figures 4 & 5)

B. Structural Model Testing (Inner Model)

Inner Model testing aims to see the significance value, the relationship between constructs, and the R-square value. The structural model will be evaluated by R-square, while the dependent construct will be tested based on the t-test, and the significance test of the path parameter coefficients. Figure 6 shows the structural model that has been tested. (Figure 6)

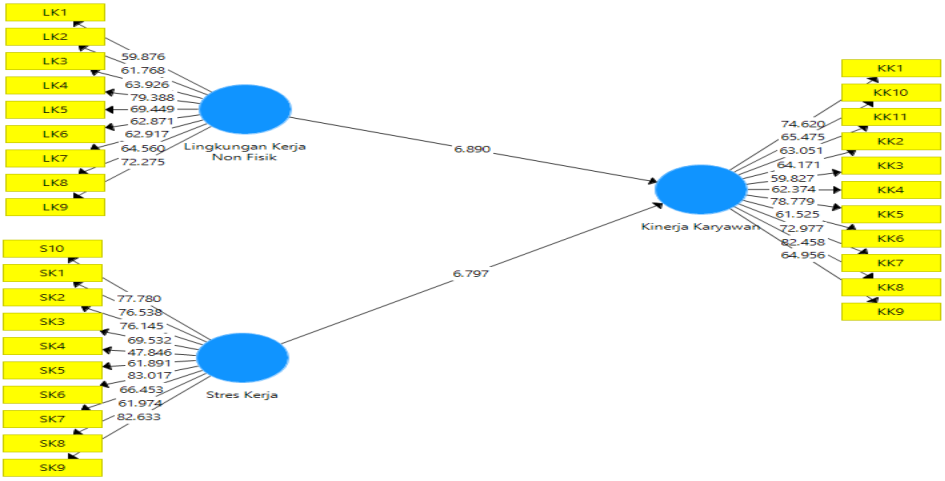

Figure 6. Structural Model That Has Been Tested.

In using SmartPLS 3.0 to assess the model with the R-square value of each dependent latent variable. At this point, the R-square test is to look at the Employee Performance variable as the dependent variable using SmartPLS 3.0 which is shown in Table 6.

Table 6. The Result of R-Square test

Variable	R-Square
Employee performance	0.958

In Table 6, the R-Square value for the dependent variable Employee Performance is 0.958. So this shows that from the results of respondents in this study, Employee Performance Variables are influenced by Non-Physical Work Environment Variables and Work Stress Variables of 95.8%

5.2 Hypothesis test

A. T Test (Partial)

Statistical testing is done by using simulation. In SmartPLS 3.0 using bootstrap method. This test is also used to minimize the problem of data abnormalities.

Table 7. Bootstrap Test Output by SmartPLS 3.0

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
Non-Physical Work Environment -> Employee Performance	0.499	0.495	0.072	6,890	0.000
Job Stress -> Employee Performance	-0.488	-0.491	0.072	6.797	0.000

The explanation of Table 7 above is described as follows:

- The relationship between the variables of the Non-Physical Work Environment and Employee Performance is significant with a T statistic of 6.890 and P Values of 0.000 with an estimated sample value of 0.499. These results prove that the value of T count (6.890) > T table (1.65529)
- The relationship between the variable work stress and employee performance is significant with a T statistic of 6.797 and P Values of 0.000. Meanwhile, the estimated sample value is -0.488. These results prove that the value of T count (6.797) > T table (1.65529)
- From these results, the following equation can be obtained:

$$Y = 0.499X1 - 0.488X2$$

B. F Test (Simultaneous)

Simultaneous testing or F-test using the SPSS application. This test aims to determine whether the independent variables of Non-Physical Work Environment and Job Stress in the model simultaneously (simultaneously) influence the dependent variable of Employee Performance. The results of the F test on SPSS are shown in Figure 7.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20616.733	2	10308.366	1653.206	.000[b]
	Residual	916.601	147	6.235		
	Total	21533.333	149			

Figure 7. F Test Result on SPSS

In Figure 7, the calculated F value is 1653,206. This value is greater than the F table shown in Figure 8.

df untuk penyebut (N2)	df untuk pembilang (N1)														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
136	3.91	3.06	2.67	2.44	2.28	2.17	2.08	2.01	1.95	1.90	1.86	1.82	1.79	1.77	1.74
137	3.91	3.06	2.67	2.44	2.28	2.17	2.08	2.01	1.95	1.90	1.86	1.82	1.79	1.76	1.74
138	3.91	3.06	2.67	2.44	2.28	2.16	2.08	2.01	1.95	1.90	1.86	1.82	1.79	1.76	1.74
139	3.91	3.06	2.67	2.44	2.28	2.16	2.08	2.01	1.95	1.90	1.86	1.82	1.79	1.76	1.74
140	3.91	3.06	2.67	2.44	2.28	2.16	2.08	2.01	1.95	1.90	1.86	1.82	1.79	1.76	1.74
141	3.91	3.06	2.67	2.44	2.28	2.16	2.08	2.00	1.95	1.90	1.86	1.82	1.79	1.76	1.74
142	3.91	3.06	2.67	2.44	2.28	2.16	2.07	2.00	1.95	1.90	1.86	1.82	1.79	1.76	1.74
143	3.91	3.06	2.67	2.43	2.28	2.16	2.07	2.00	1.95	1.90	1.86	1.82	1.79	1.76	1.74
144	3.91	3.06	2.67	2.43	2.28	2.16	2.07	2.00	1.95	1.90	1.86	1.82	1.79	1.76	1.74
145	3.91	3.06	2.67	2.43	2.28	2.16	2.07	2.00	1.94	1.90	1.86	1.82	1.79	1.76	1.74
146	3.91	3.06	2.67	2.43	2.28	2.16	2.07	2.00	1.94	1.90	1.85	1.82	1.79	1.76	1.74
147	3.91	3.06	2.67	2.43	2.28	2.16	2.07	2.00	1.94	1.90	1.85	1.82	1.79	1.76	1.73
148	3.91	3.06	2.67	2.43	2.28	2.16	2.07	2.00	1.94	1.90	1.85	1.82	1.79	1.76	1.73
149	3.90	3.06	2.67	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.82	1.79	1.76	1.73
150	3.90	3.06	2.66	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.82	1.79	1.76	1.73
151	3.90	3.06	2.66	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.82	1.79	1.76	1.73
152	3.90	3.06	2.66	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.82	1.79	1.76	1.73
153	3.90	3.06	2.66	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.82	1.78	1.76	1.73
154	3.90	3.05	2.66	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.82	1.78	1.76	1.73
155	3.90	3.05	2.66	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.82	1.78	1.76	1.73
156	3.90	3.05	2.66	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.81	1.78	1.76	1.73
157	3.90	3.05	2.66	2.43	2.27	2.16	2.07	2.00	1.94	1.89	1.85	1.81	1.78	1.76	1.73

Figure 8. F Table for Probability = 0.05

From Figure 8, it can be concluded that F count (1653,206) > F table (3.91). This proves that simultaneously, non-physical work environment variables and work stress have an influence on employee performance variables.

6. Conclusion

Based on the calculations described in point 2, the conclusions that can be drawn from this research are as follows:

1. Non-Physical Work Environment Variables have a positive and significant effect on Employee Performance Variables on Generation Z respondents who work in the IT sector in DKI Jakarta. So that it can be said that the more the non-physical work environment is improved in a company, the employee performance will also increase in Generation Z who work in the IT field in DKI Jakarta.

The results of these conclusions are supported by partial testing, where the results of the t-value test are 6,890. The result of the calculated T value is greater when compared to the t table, which is 1.65529. So, it can be concluded that the non-physical work environment variable influences employee performance in the Z generation respondents who work in the IT sector in DKI Jakarta. The results of this hypothesis test are in line with the results of Ramadhani's research (2022) which examines the influence of the non-physical work environment on the performance of employees of the Batam Free Trade Area and Port Concession Agency.

Thus, the hypothesis H2 about the non-physical work environment affecting job performance is partially accepted.

Work Stress Variable has a positive and significant effect on Employee Performance Variables in Generation Z respondents who work in the IT sector in DKI Jakarta. So, it can be said that a high level of work stress will affect and reduce the level of performance of employees. So that the management of work stress in a company needs to be managed and considered properly to improve employee performance at the company. The results of these conclusions are supported by partial testing, where the test results for the t-count value are 6,797. The result of the calculated t value is greater than the t table, which is 1.65529. So, it can be concluded that the work stress variable has an effect on employee performance in generation Z respondents who work in the IT sector in DKI Jakarta. The results of this hypothesis test are in line with the results obtained from Wartono's research (2017) which examines the effect of work stress on employee performance.

Thus, the hypothesis H3 about work stress affects job performance is partially accepted.

2. Non-Physical Work Environment Variables and work stress simultaneously affect employee performance in the Z generation respondents who work in the IT sector in DKI Jakarta. For this reason, it is necessary to manage a good non-physical work environment, and good work stress management will have a significant effect on employee performance. The better the non-physical work environment and the lower the work stress, it will improve job performance. Vice versa, the lower the non-physical
3. work environment and the high work stress, the employee's performance will decrease.
   The results of these conclusions are supported by simultaneous testing, where the test results for the calculated f value get the number 1653,206. The result of the calculated f value is greater than the f table, which is 3.91. So it can be concluded that the non-physical work environment variables and work stress simultaneously affect job performance in the Z generation respondents who work in the IT sector in DKI Jakarta. The results of this hypothesis test are in line with the research conducted by Pangestuti (2020).

Thus, the hypothesis H1 about the non-physical work environment and work stress affect job performance simultaneously is accepted.

References

Abdillah, W., and Jogianto, Partial Least Square (PLS) Alternative Structural Equation Modeling (SEM) in Business Research Edition 1, Yogyakarta, Andi Offset, 2015.

Afandi, P., Human Resource Management (Theory, Concepts, and Indicators), Riau, Zanafa Publishing, 2018.

Augusty, F,Management Research Methods: Research Guidelines For Thesis, Thesis, and Dissertation of Management Science, Semarang, Diponegoro University, 2006.

Bataineh, KA, Impact of Work-Life Balance, Happiness at Work, on Employee Performance, International Business Research, 12 No. 2(1913-9012), doi: doi:10.5539/ibr. v12n2p99, 2019.

Budianto, AA, and Kartini, A., The Effect of Work Environment on Employee Performance At PT. Perusahaan Gas Negara (Persero) Tbk SBU Distribution Region I, Scientific Journal of Management Study Program, 3(1), 2015.

Erawati, KN, Sitiari, NW, and Indiani, NP, The Effect of Stress and Working Environment on Employee Performance Through Motivation Mediation: A Case Study on International Restaurant in Badung Bali, Jagaditha Journal of Economics and Business, 6(1), 22-30,2019.

George, JM, and Jones, GR., Understanding and Managing Organizational Behavior Sixth Edition, Pearson, 2011.

Ghozali, I., Structural Equation Modeling Alternative Method with Partial Least Square (PLS) 4th Edition. Semarang, Diponegoro University, 2014.

Hair, J., Black, W., Babin, B., and Anderson, R., Multivariate Data Analyst 7th, New York, Pearson, 2010.

Hanifah, H., and Wardono, P., Identification of Factors Shaping Generation Z Job Seeker Behavior in Indonesia, Journal of Business and Management Applications, 6(3), 628-642. 2020.

Mangkunegara, AA., Company Human Resources Management, Bandung, PT. Offset Rosdakarya Youth, 2017.

Mondy, WR, Erlangga, B., Novietha, and Sallama, I., Human Resource Management, Jakarta, Erlangga,2008.

Motoda, NP, and Kimbal, RW., Causes and Strategirs for Overcoming Work Stress (A Case Study on PT. Bank Rakyat Indonesia Tbk Tondano Branch Office), International Journal of Applied Business and International Management, Retrieved from https://doi.org/10.32535/ijabim.v0i0.872, 2020.

Ozkan, M., and Solmaz, B.,The Changing Face of The Employees - Generation Z and Their Perceptions of Work (A Study Applied to University Students), Procedia Economics and Finance, 26, 476-483. doi:doi: 10.1016/S2212-5671(15)00876-X, 2015.

Pangestuti, NA., The Effect of Physical and Non-Physical Work Environments and Work Stress on the Performance of Bakery Employees, Journal of Management, 10(20), doi: https://doi.org/10.26460/jm.v10i2.1407, 2020.

Putra , YS., Psychological Capital Differences in Generation Y and Z Employees and Its Effect on Organizational Commitment, MAGISMA: Scientific Journal of Economics and Business, 6(2), 2018.

Ramadhani, AH., Effect of Non-Physical Work Environment on Employee Performance of the Batam Free Trade Area and Free Port Concession Agency, Sriwijaya University Journal, 2022.

Robbins, SP., Organizational behavior, Jakarta, Pujaatmaka Gramedia Group Index, 2007.

Samson, GN, and Waiganjo, M., Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town, International Journal of Managerial Studies and Research (IJMSR), 3(12), 76-89, Retrieved from www.ackjournals.org, 2015.

Sedarmayanti, Human Resource Planning and Development to Improve Competence, Performance, and Work Productivity, Bandung: Refika Aditama, 2018.

Siagian, S.P., Human Resource Management, Jakarta, Earth Literacy, 2016.

Soomro, AA, Breitenecker, RJ, and Moshadi Shah, SA., Relation of Work-Life Balance, Work-Family Conflict, and Family-Work Conflict with The Employee Performance-Moderating Role of Job Satisfaction, South Asian Journal of Business Studies, 7(1), 129-146, doi: https://doi.org/10.1108/SAJBS-02-2017-0018, 2019.

Statistics, BP., Results of the 2020 Population Census, Retrieved from the Central Statistics Agency: https://demakkab.bps.go.id/news/2021/01/21/67/hasil-sensus-penresident-2020.html, 2021.

Stillman, D., and Stillman, J., Gen Z @ Work: How the Next Generation is Transforming the Workplace, New York, DAS Creative LLC: Harper Business, an imprint of Harper Collins Publishers, 2017.

Sugiyono, Qualitative Quantitative Research Methods and R & D, Bandung, CV Alfabeta, 2017

Sule, ET, and Priansa, DJ., Leadership and Organizational Behavior: (building a superior organization in the era of change), Bandung, Refika Aditama, 2018.

Tewari, S., and Bhattacharyya, R., Aspiration & Wants of Generation Z - A Study on the Work Force of the Future, Journal of Business and Economics, 8(7), 607-614, doi:10.15341/jbe(2155-7950)/07.08.2017/009, 2017.

Wartono, T., The Effect of Job Stress on Employee Performance (Study on Employees of Mother and Baby Magazine), Scientific Journal of Pamulang University Management Study Program, 4(2), doi: http://dx.doi.org/10.32493/jk.v4i2.y2017.p%25p, 2017.

Widodo, Human Resource Development Management, Yogyakarta, Student Library, 2015.

Wirawan, Human Resource Performance Evaluation: Theory, Application, And Research, Jakarta, Four Salemba, 2015.

Biographies

Fadlila Saraswati is a Magister Management Student from Telkom University, Bandung, Indonesia. She graduated from School of Telecommunication Engineering, also from Telkom University

Dian Indiyati is a Senior Lecturer of Magister Management Field from Faculty of Economics and Business Telkom University, Bandung, Indonesia.