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## Impact of Organizational Culture and Work Ethic on Employee Performance with Commitment as a Mediating Factor Among Generation Z Employees

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**Abstract:** *This study looks at how company culture and work ethic affect the performance of Generation Z employees, using employee engagement as a mediator. Data were obtained using an associative quantitative technique through an online survey of Generation Z employees (ages 18-28 with at least six months of service) and analyzed using PLS-SEM. The results show that company culture has a favorable and considerable impact on performance, both directly and indirectly through employee engagement. However, work ethic only has a major impact on performance when employee participation is fully mediated. One important result is that employee involvement does not directly boost Generation Z performance; rather, intrinsic motivation has a larger effect.*

**Keyword:** *Organizational Culture, Work Ethic, Employee Performance, Organizational Commitment*

### INTRODUCTION

In the contemporary era characterized by digital transformation and global integration, organizations are compelled to enhance their efficacy and competitive positioning through the strategic optimization of human capital, with particular emphasis on Generation Z (individuals born between 1997 and 2012). This cohort, distinguished by its rapid assimilation of technological innovations, its prioritization of workplace flexibility, and its pursuit of vocational purpose (Jasmine & Utomo, 2024), necessitates a more inclusive paradigm in human resource management practices. Corporate culture, defined as the constellation of values, beliefs, and behavioral norms that govern conduct within an organization, is instrumental in fostering a productive operational environment. A robust culture cultivates employee loyalty, commitment, and constructive workplace behaviors, thereby facilitating the attainment of strategic organizational objectives (Herwanto & Radiansyah, 2022). Concurrently, work ethic, which embodies attributes of responsibility, discipline, dedication, and integrity, constitutes a fundamental determinant of employee motivation and performance (Abun et al., 2023). Employee performance, a critical metric of organizational success, is

subject to the influence of both intrinsic factors (e.g., competencies, motivation) and extrinsic factors (e.g., work culture, institutional support) (Mangkunegara, 2019). Within this framework, organizational commitment serves a vital mediating function, engendering affective, normative, and continuance attachment, which in turn augments employee loyalty and maximizes their contribution (Allen & Meyer, 1990). This investigation seeks to analyze the effects of corporate culture and work ethic on the performance of Generation Z employees, with organizational commitment posited as an intervening variable. Theoretically, this research intends to contribute to the advancement of scholarly discourse within the field of human resource management, specifically pertaining to the intricacies of integrating Generation Z into the workforce. From a practical standpoint, the findings are envisaged to provide an empirical foundation for organizations to devise effective strategies for managing Generation Z personnel by reinforcing corporate culture, enhancing work ethic, and fostering sustainable organizational allegiance.

## **METHOD**

### **Type of Research**

This study uses quantitative methods with an associative design to analyze the causal relationship between corporate culture and work ethic on the one hand and the performance of Generation Z employees on the other, with loyalty to the company serving as a mediator variable.

### **Population and Sample**

This study uses quantitative methods with an associative design to analyze the causal relationship between corporate culture and work ethic on the one hand and the performance of Generation Z employees on the other, with loyalty to the company serving as a mediating variable.

### **Data Source**

The primary data for this study was obtained in 2025 using an online poll constructed utilizing the Google Forms platform. This research instrument consists of a series of statements created with reference to the indicators of the variables being investigated. Using a five-point Likert scale, this measurement instrument was designed to identify the characteristics of organizational culture, work ethic, institutional loyalty, and employee performance. The instrument was created based on the operational definitions of each variable. Furthermore, observation techniques were used as a supplemental strategy for triangulating and validating respondent perceptions.

### **Data Analysis Techniques**

This study's data analysis was carried out utilizing structural equation modeling (SEM-PLS) based on partial least squares and SmartPLS software version 4.0. The analysis steps involved determining the construct's validity and reliability (external model), examining the structural links between latent variables (internal model), and testing hypotheses including direct and indirect effects via mediation. The SEM-PLS approach was chosen because it works well with tiny samples and sophisticated predictive models.

## **RESULTS AND DISCUSSION**

### **Research Results**

Sixty participants took part in this study, all of whom were Generation Z employees aged between 18 and 28. The sample consisted of 24 men (40%) and 36 women (60%). The majority of respondents were 24 years old (20%) and had one to two years of professional experience (36.7%).

**Frequency Distribution  
Organizational Culture (X1)**

**Table 1. Understanding and Organizational Culture (X1)**

No	Item X1	SS		S		N		TS		STS		Mean
		F	%	F	%	F	%	F	%	F	%	
1	X1.1	16	26.7	38	63.3	4	6.7	2	3.3	-	-	4.13
2	X1.2	18	30.0	27	45.0	9	15.0	6	10.0	-	-	3.95
3	X1.3	20	33.3	22	36.7	10	16.7	8	13.3	-	-	3.90
4	X1.4	10	16.7	25	41.7	18	30.0	7	11.7	-	-	3.63
5	X1.5	13	21.7	35	58.3	6	10.0	6	10.0	-	-	3.92
<i>Grand Mean</i>												4.13

Source: Primary data processed, 2025

Based on the data analysis shown in the table above, variable X1 had an overall average value of 4.13, indicating that participants responded positively. Among all indicators, point X1.1 achieved the highest average value (4.13), with 63.3% of participants responding “agree” and 26.7% responding “strongly agree,” indicating a high level of understanding and agreement. In contrast, item X1.4 received the lowest average score (3.63), with 30% of respondents responding “neutral” and 11.7% responding “disagree,” indicating a relatively lower level of agreement compared to the other indicators. In general, variable X1 can be classified as good. However, the low rating of item X1.4 indicates a need for improvement, which requires further evaluation. It is therefore recommended that an in-depth investigation be conducted to determine the causes of the low acceptance of item X1.4 so that appropriate and targeted measures can be formulated to improve respondents' understanding and perception and to strengthen the overall rating of variable X1.

**Work Ethic (X2)**

**Table 2. Responsibility and Work Ethics (X2)**

No	Item X2	SS		S		N		TS		STS		Mean
		F	%	F	%	F	%	F	%	F	%	
1	X2.1	13	21.7	33	55.0	14	23.3	-	-	-	-	3.98
2	X2.2	10	16.7	25	41.7	18	30.0	7	11.7	-	-	3.63
3	X2.3	12	20.0	44	73.3	4	6.7	-	-	-	-	4.13
4	X2.4	13	21.7	34	56.7	12	20.0	1	1.7	-	-	3.98
5	X2.5	12	20.0	48	80.0	-	-	-	-	-	-	4.20
<i>Grand Mean</i>												4.20

Source: Primary data processed, 2025

Based on the data processing findings presented in the table above, an overall average score of 4.20 was determined. This figure shows that participants rated the indicators positively, with classifications ranging from good to very good. Point X2.5 achieved the highest average value (4.20), supported by a distribution of responses in which 80% of participants selected “agree” and 20% selected “strongly agree,” reflecting a very high level of agreement. On the other hand, point X2.2 received the lowest average value (3.63). Some of the respondents answered “neutral” (30%) and ‘disagree’ (11.7%), although the majority of respondents still chose “agree” (41.7%). Overall, it can be said that variable X2 was well received. However, indicator X2.2 shows that there is room for improvement to ensure a more consistent positive rating of all indicators.

### Organizational Commitment (M)

**Table 3. Commitment to the Organization (M)**

No	Item X3	SS		S		N		TS		STS		Mean
		F	%	F	%	F	%	F	%	F	%	
1	M1	12	20.0	35	58.3	9	15.0	4	6.7	-	-	3.92
2	M2	10	16.7	25	41.7	18	30.0	7	11.7	-	-	3.63
3	M3	18	30.0	27	45.0	9	15.0	6	10.0	-	-	3.95
<i>Grand Mean</i>												3.95

Source: Primary data processed, 2025

Based on the analysis of the table above, an overall average value of 3.95 was determined, indicating a "good" evaluation category from the participants. This shows positive feedback regarding the indicators X3. The item X3.3 achieved the highest average value (3.95), with responses predominantly in the Agree (45%) and Strongly Agree (30%) categories, although there were neutral (15%) and Disagree (10%) responses. The item X3.2 had the lowest average value (3.63), with significant variability in the neutral responses (30%) and Disagree responses (11.7%), although the majority chose Agree (41.7%). Overall, the variable X3 is rated as good, even though there is a small number of respondents who are uncertain or less agreeable with some indicators.

### Employee Performance (Y)

**Table 4. Performance and Productivity (Y)**

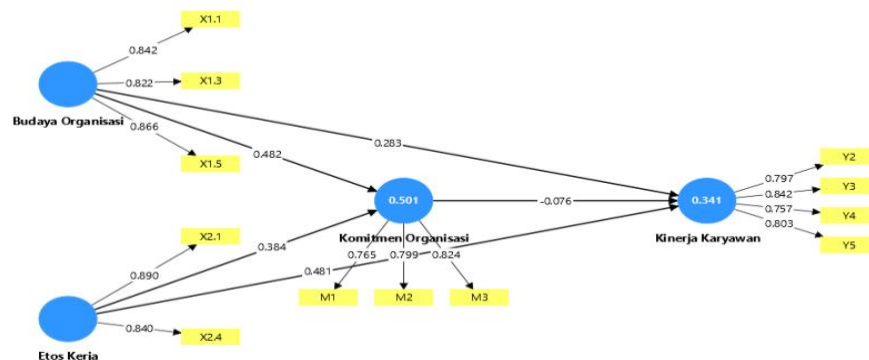
No	Item Y	SS		S		N		TS		STS		Mean
		F	%	F	%	F	%	F	%	F	%	
1	Y1	19	31.7	41	58.3	-	-	-	-	-	-	4.32
2	Y2	16	26.7	34	56.7	10	16.7	-	-	-	-	4.10
3	Y3	16	26.7	35	58.3	8	13.3	1	1.7	-	-	4.10
4	Y4	10	16.7	26	43.3	23	38.3	1	1.7	-	-	3.75
5	Y5	13	21.7	36	60.0	10	16.7	1	1.7	-	-	4.02
6	Y6	10	16.7	50	83.3	-	-	-	-	-	-	4.17
<i>Grand Mean</i>												4.32

Source: Primary data processed, 2025

The study of the preceding table reveals a grand mean of 4.32, indicating the category 'very good' and reflecting respondents' overall positive perceptions. Item X4.1 has the highest average (4.32), with the majority of respondents choosing 'agree' (58.3%) and 'strongly agree' (31.7%). Item X4.6 was also rated highly (mean 4.17) with a dominance of 'agree' responses (83.3%). The item with the lowest average is X4.4 (mean 3.75), where part of the respondents choose 'neutral' (38.3%) or 'disagree' (1.7%), although the majority still express 'agree' (43.3%). Overall, the variable X4 is perceived as very good; however, item X4.4 should be noted for improvements.

### Measurement Model Analysis (Outer Model)

#### Convergent Validity Test



**Gambar 1. Model Struktural SEM-PLS**

Source: Primary data processed, 2025

Based on the results of the assessment of the Outer Models, all indicators of the respective research variables meet the criteria for convergent validity. This is evidenced by the range of the factor loadings of each indicator, which consistently exceeds the minimum value of 0.60 (Cooper & Schindler, 2013; Lowry & Gaskin, 2014). With the fulfillment of these requirements, This study model meets appropriate validity standards, allowing for additional examination of the correlations between the variables.

**Table 5. Results of Convergent Validity Test**

	Budaya Organisasi	Etos Kerja	Kinerja Karyawan	Komitmen Organisasi
<b>M1</b>				0.780
<b>M2</b>				0.829
<b>M3</b>				0.788
<b>X1.1</b>	0.792			
<b>X1.2</b>	0.766			
<b>X1.3</b>	0.729			
<b>X1.4</b>	0.718			
<b>X1.5</b>	0.759			
<b>X2.1</b>		0.815		
<b>X2.2</b>		0.801		
<b>X2.4</b>		0.730		
<b>Y2</b>			0.793	
<b>Y3</b>			0.841	
<b>Y4</b>			0.738	
<b>Y5</b>			0.817	

Source: Primary data processed, 2025

According to the study's findings, all measures evaluating corporate culture, work ethic, employee performance, and organizational involvement have loading factors greater than the minimum threshold of 0.70. This shows that each of these indicators fits the validity criteria and accurately depicts the concept of the latent variables to be examined. In detail, the loading values of the indicators for the variable corporate culture range from 0.718 to 0.792; work ethic between 0.730 and 0.815; employee performance between 0.738 and 0.841; and organizational engagement between 0.780 and 0.829. Therefore, it can be summarized that all indicators fulfill the prerequisites for convergent validity, and none need to be eliminated, further supporting the validity of the questionnaire instrument for measuring each examined latent variable.

### Discriminant Validity Test

**Table 6. Results of Discriminant Validity Test**

	Budaya Organisasi	Etos Kerja	Kinerja Karyawan	Komitmen Organisasi
<b>Budaya Organisasi</b>	0.844			
<b>Etos Kerja</b>	0.325	0.865		
<b>Kinerja Karyawan</b>	0.393	0.532	0.800	
<b>Komitmen Organisasi</b>	0.607	0.541	0.356	0.796

Source: Primary data processed, 2025

The discriminatory validity test in the table above, which uses the Fornell-Larcker criterion, demonstrates that all of the study constructs fulfill or are valid. This is evidenced by the value of the square root of the average variance extracted (AVE) for each construct, which is greater than the correlation with other constructs. For example, the square root of the AVE of organizational culture (0.844) is greater than the correlation with work ethic (0.325), employee performance (0.393), and organizational commitment (0.607). A similar pattern was found in the construct of work ethic (0.865), employee performance (0.800), and organizational

commitment (0.796), indicating that each construct possesses uniqueness and can be well differentiated from other constructs.

### Construct Reliability

**Table 7. Construct Reliability**

	Cronbach's alpha	Composite reliability (rho_...	Composite reliability (rho_c)	Average variance extracte...
Budaya Organisasi	0.798	0.801	0.881	0.712
Etos Kerja	0.667	0.680	0.856	0.749
Kinerja Karyawan	0.815	0.828	0.877	0.640
Komitmen Organisasi	0.722	0.751	0.838	0.634

Source: Primary data processed, 2025

The results of the reliability evaluation indicate that all research variables, including organizational culture, work ethic, employee performance, and organizational commitment, have a sufficient level of reliability and validity. Cronbach's Alpha, composite reliability, rho\_A, and average variance extracted (AVE) scores all fulfill the specified standards. However, for the variable work ethic, Cronbach's Alpha and rho\_A values are slightly lower than the needed thresholds. Nevertheless, these variables can be considered reliable due to the still met standards for composite reliability and AVE. Therefore, all constructs are regarded as suitable and sufficiently qualified for further analysis with SmartPLS.

### Inner Model Testing R-square value (R<sup>2</sup>)

**Table 8. R-square (R<sup>2</sup>)**

	R-square
<b>Kinerja Karyawan</b>	0.341
<b>Komitmen Organisasi</b>	0.501

Source: Primary data processed, 2025

As evidenced by the preceding statistical analysis, the coefficient of determination (R<sup>2</sup>) for the employee performance variable is 0.341. This finding signifies that the independent variables within the constructed model account for 34.1% of the total variance observed in employee performance. The residual variance, amounting to 65.9%, is attributable to other factors exogenous to the present research model. In accordance with the criteria established by Hair et al. (2011, 2013), this R<sup>2</sup> value is classified within the 'moderate' range. Conversely, the R<sup>2</sup> value for the organizational commitment variable is 0.501. This indicates that 50.1% of the variance in organizational commitment is elucidated by the independent variables incorporated in the model, whereas the remaining 49.9% is influenced by external factors not captured within it. This value is categorized as 'moderate to substantial' based upon the same referential standards. In aggregate, it can be concluded that both endogenous variables exhibit adequate predictive capacity, with organizational commitment demonstrating a comparatively higher degree of predictive power relative to employee performance.



## Hypothesis Testing

**Table 9. Hypothesis Test (direct relationship)**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Budaya Organisasi -> Kiner...	0.283	0.290	0.129	2.197	0.014
Budaya Organisasi -> Komi...	0.482	0.484	0.089	5.409	0.000
Etos Kerja -> Kinerja Karya...	0.481	0.485	0.125	3.851	0.000
Etos Kerja -> Komitmen Or...	0.384	0.392	0.069	5.587	0.000
Komitmen Organisasi -> Ki...	-0.076	-0.071	0.177	0.430	0.334

Source: Primary data processed, 2025

The outcomes of the hypothesis testing, as delineated in the preceding table, yield several pivotal conclusions. The analysis reveals that corporate culture exerts a positive and statistically significant influence on both employee performance ( $\beta = 0.283$ ;  $t = 2.197$ ;  $p = 0.014$ ) and organizational engagement ( $\beta = 0.482$ ;  $t = 5.409$ ;  $p < 0.001$ ). Correspondingly, work ethic demonstrates a positive and significant effect on employee performance ( $\beta = 0.481$ ;  $t = 3.851$ ;  $p < 0.001$ ) and organizational engagement ( $\beta = 0.384$ ;  $t = 5.587$ ;  $p < 0.001$ ). Conversely, the relationship between organizational engagement and employee performance was determined to be statistically non-significant ( $\beta = -0.076$ ;  $t = 0.430$ ;  $p = 0.334$ ). In summation, all hypotheses positing a direct relationship were substantiated by the empirical evidence, with the exception of the postulated effect of organizational engagement on employee performance, which was not supported.

**Table 10. Hypothesis Testing (indirect relationship)**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Budaya Organisasi -> Komitmen Organisasi -> Kinerja Karyawan	-0.037	-0.037	0.090	0.407	0.342
Etos Kerja -> Komitmen Organisasi -> Kinerja Karyawan	-0.029	-0.025	0.069	0.422	0.337

Source: Primary data processed, 2025

The findings from the present investigation, as delineated in the accompanying table, lead to the conclusion that the indirect effect of organizational culture on employee performance, as mediated by organizational commitment, is statistically non-significant (original sample estimate = -0.037; t-statistic = 0.407; p-value = 0.342). Similarly, the indirect effect of work ethic on employee performance through the mechanism of organizational commitment also fails to achieve statistical significance (original sample estimate = -0.029; t-statistic = 0.422; p-value = 0.337). Given that the p-values exceed the conventional threshold of 0.05 and the absolute values of the t-statistics fall below the critical value of 1.96, it is determined that organizational commitment does not serve a mediating role in the relationships between the independent variables—organizational culture and work ethic—and the dependent variable, employee performance. Consequently, the hypothesis positing an indirect relationship in this study is rejected.

## Discussion

According to the study's findings, company culture and work ethic have a considerable favorable impact on Generation Z employees' performance. A solid organizational culture has proven to be a catalyst for employee performance and engagement while emphasizing the urgency of creating an inclusive and collegial work environment. At the same time, a robust work ethic contributes to increased performance and participation, with aspects such as accountability, discipline, integrity, and work motivation recognized as crucial key factors. On the other hand, the study shows that organizational commitment does not have a significant statistical impact on the performance of Generation Z. This finding contradicts several earlier studies and is largely attributed to the fact that this generation places greater value on flexibility, work-life balance, and the search for meaning in work. Overall, this study supports the direct influence of organizational culture and work ethic on performance, without a mediating role of organizational commitment. The practical implications of these findings suggest that

organizations should develop an adaptive work culture that strengthens work ethic and creates spaces that support innovation and flexibility in order to optimize the contribution and productivity of Generation Z.

## CONCLUSION

This research investigates the impact of organizational culture, work ethic, and organizational commitment on the performance of employees belonging to Generation Z. The empirical findings indicate that organizational culture and work ethic exert a positive and statistically significant effect on both performance enhancement and organizational commitment. However, organizational commitment was found to lack a significant direct effect on performance and, consequently, does not function as a mediating variable between the independent variables—organizational culture and work ethic—and the dependent variable of performance. These outcomes underscore the paramount importance of intrinsic motivational factors, the cultivation of an inclusive organizational environment, and the reinforcement of work ethic, which collectively exert a more substantial influence on the performance of Generation Z than conventional models predicated on long-term employee retention. Furthermore, this study accentuates the critical necessity for the strategic management of organizational culture and the improvement of work ethic to optimize the performance of this generational cohort. From a practical standpoint, this investigation contributes significantly to the advancement of theory within human resource management and industrial engineering. It demonstrates that organizational success in the contemporary landscape is profoundly contingent upon the implementation of adaptive and innovative work systems that are congruent with the distinct values and characteristics inherent to Generation Z.

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