The Impact of Motivation and Commitment on Gen Z Work Performance in the Jabodetabek Area

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Abstract— This study explores the impact of motivation and commitment on the work performance of Gen Z (Generation Z) employees in the Jabodetabek area. The study aims to identify the most significant factors influencing the work performance of Gen Z in the Jabodetabek area, a demographic group known for their technological fluency and career development aspirations and focus on work-life balance. The research employs a quantitative approach. The findings contribute to understanding how motivation and commitment can be leveraged to improve work performance in the Jabodetabek region, a critical hub for businesses and organizations in Indonesia. The study's results provide valuable insights for managers and policymakers seeking to optimize the performance of their workforce, particularly in the context of the evolving work dynamics driven by digitalization and the changing preferences of younger generations. This research helps to see the development of employee performance, especially in Gen Z, a generation that has just entered the world of work. The results showed that work motivation contains a positive and critical impact on the performance of Gen Z workers, work commitment encompasses a positive and noteworthy impact on the performance of Gen Z workers, also simultaneously work motivation and work commitment have a positive and noteworthy impact on the performance of Gen Z workers in Jabodetabek area.

Keywords— Gen Z, Motivation, Commitment, Work Performance, Jabodetabek Area, Employee Performance, Work-Life Balance.

I. INTRODUCTION

Every organization wants the best and maximum results within its period. To achieve ideal results, of course, superior human resources are needed. All organizations are expected to obtain, create, and maintain quality human resources. Every organization believes that if its representatives have superior values, their work results will be high quality (Dwi Purnama et al., 2020). Organizations must also consider the importance of executives' human assets and understand the use of human resources to prepare themselves to obtain new information. Therefore, directors need to consider areas of strength in handling their HR by considering assets. This period makes financial changes fast, organizations must monitor and design human resources well (Lee & Cheng, 2018).

Every organization must create and improve the best results so that good employee performance is expected to help achieve organizational goals. Besides other factors, such as capital, HRM is essential to a business. Therefore, HR must be adequately supervised to increase adequacy and authoritative productivity. One of a company's operational processes is supported by adequate facilities, infrastructure, and natural resources. However, these activities will only be carried out effectively with the assistance of competent human resources (Syafiq, 2021). Associations working in creation and administration will try to achieve the goals or targets that have just been drawn up while completing the exercise. In particular, the progress of various organizational processes in achieving their goals depends on unparalleled innovation and familiar offices and frameworks and HR. Research on the impact of motivation and commitment on the work performance of Gen Z in the Jabodetabek area is urgently needed to improve the work performance of this generation. Generation Z is the name given to the generation of people born between 1997 and 2012.

Thus, this research can contribute to developing more effective strategies to improve the work performance of Gen Z in the future and provide significant practical implications for managers and policymakers.

Organizations themselves need to produce high-performing human resources for business improvement. Executives' human assets influence workers' implementation, behavior, and mentality to provide the best commitment to recognizing the organization's inner goals. The human asset factor is a point of view that organizations should focus on. Every business will be motivated to maintain its survival with high competition. Expert and qualified human resources will execute according to the assigned tasks, and individual execution is characterized as the individual's capacity to have specific expert information (Ramadanita et al., 2021).

Performance is something that has been completed and how to make it happen. Performance can be interpreted as something that must be created in general. Employee performance is a consequence of the training carried out, so performance will arise from various preparations by company representatives and leaders. According to (Suyanto, 2018), performance can be considered as a consequence of assessing the work carried out by each individual differently as shown by existing models. Representative performance results from work carried out by a representative shown at their respective levels (Samsul et al., 2019).

The Gen Z workforce needs to understand the variables that can influence the performance of Gen Z employees promptly by using HR planning and plans to develop further implementation (Pratama, 2020). Gen Z currently has 12 million valid and work-ready positions in Indonesia. However, of the 12 million Gen Z who are ready to work and ready to work, 57 of them have become super-strong specialists. Therefore, this information shows that Z workers control more than half of the jobs in Indonesia (Kansaki et al., 2021). It can be explained in Table 1 regarding the 2022 Gen Z Population Jabodetabek.

Table 1. Jabodetabek Gen Z Population 2022

Main Activity	Number of Population Aged 15 Years and Over According to Type of Activity	
	Male	Female
	2020	2020
Workforce	526.483	305.940
Workforce	481.401	280.450
Region	2022 Labor Force Participation Rate	
DKI Jakarta	63.08	
Bogor	64.22	
Depok	62.76	
Bekasi	65	
Tangerang	66.08	

Source: Central Statistics Agency (2022)

This implies that Gen Z's presence has a significant and robust role in Indonesia's current and future events. From the Central Statistics Agency for 2022, it can be seen that the labor force figure in DKI Jakarta is 63.08%, Bogor is 64.22%, Depok is 62.76%, Tangerang is 66.08%, and Bekasi is 65.00%. The comparison between years from year to year in the Jabodetabek area has increased the workforce, making it possible for Gen Z to compete to get jobs in the current era.

Work motivation is generally used in a task, motivation is a desire that appears as support in work so that it can provide good implementation results. (Kristiani et al., 2022). Several previous researchers' explanations show a known relationship between work motivation and employee performance, so it tends to be seen that employee performance is essential and significant for business. Thus, organizations must have the option to train

employees by inspiring working on their presentations, which will also impact future achievements. Motivation can also be used as a calculation to develop employee performance further. Representatives with strong work motivation will impact the implementation of their work (Falah et al., 2020). Zhang et al. (2016) said that work motivation has a significant role in improving work performance, so it is essential to provide an environment that supports and encourages employee internalization so that employees can be directed to perform better work performance. This is also shown to all generations, it is not strange for Gen Z to be able to collaborate with other generations of workers and prove the best performance results that can encourage company achievements. By providing the right motivation to employees, work morale and accuracy will increase. According to Ramadanita et al. (2021), improving company performance in human resources can be achieved by rewarding employees and encouraging them to perform at a high level.

This can be explained in Figure 1 regarding the Gen Z work implementation level.
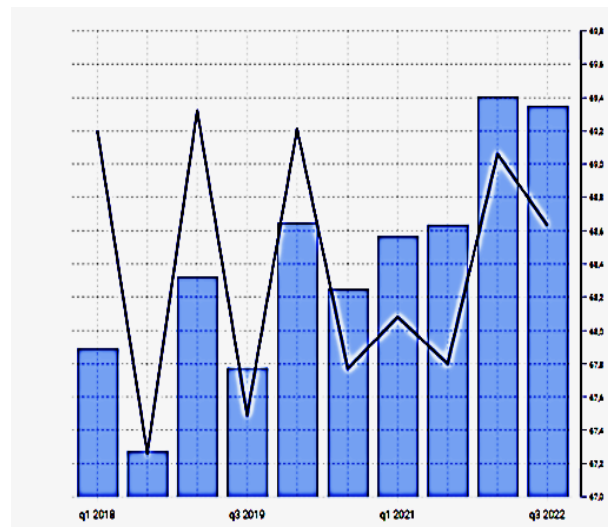

Figure 1. Gen Z Work Implementation Level
Source: Central Statistics Agency (2022)

Central Statistics Agency (BPS) that in August 2022, there will be 143.72 million workers aged Z, with a work implementation rate for the Age Z group of 68.63%. The Age Z workforce decreased by 291.4 thousand people (0.2%) compared to February 2022. Thus, exposure to the Age Z workforce decreased by 0.43% compared to the presentation level of the Age Z workforce in 2022. 2022. February 2022. However, after looking at the test in August 2021, the Age Z workforce has increased by 3.5 million people (2.55%), and the performance level of the Age Z workforce has increased by 0.83. Focus. BPS also estimates that the active age Z population will total 209.42 million people in August 2022.

Motivation is a tendency within a person that encourages him to act. Motivating employees is necessary, but there is still a need to increase awareness, career development, and employee welfare so that all employees can be enthusiastic, motivated, and competent in carrying

out their duties (Dharma, 2018). Work motivation explains how to encourage employees to work harder by innovating to achieve organizational management goals. Performance is considered excellent and successful if the goals can be achieved according to the desired targets. Performance is also seen as a communication element between capacity, inspiration, and opportunity, so an individual's presentation is influenced by job fulfillment (Lantara, 2019). Motivation also closely relates to a person's perspective and behavior. The attitudes communicated to each individual contain values, feelings, work, social designs, and new events that behavior can influence and change (Putra, 2021). In terms of work motivation, employees must hope that with this motivation, they can achieve the goals that are their obligations (Sihombing et al., 2018).

Work commitment is closely related to job satisfaction, as shown by the workers in the organization. Arnolds et al. (2020) stated that social skills are essential to EI. They encourage individuals to have excellent and intense interpersonal relationships, ultimately increasing their commitment to their organization. Employee commitment to the organization is a behavioral dimension that can be used to measure and evaluate employee strength in surviving and carrying out their duties and obligations to the organization. As stated by Nasution (2017), employees with a strong commitment will stay with the organization. Organizational commitment, in general, is a provision mutually agreed upon by all personnel in an organization regarding guidelines, implementation, and goals to be achieved together in the future. There are many definitions of organizational commitment, and each opinion differs according to the expert who expressed that opinion. Organizational commitment from several experts has almost the same emphasis, namely the process of individuals (employees) identifying themselves with the organization's values, rules, and goals. In the world of work, a person's commitment to a company organization is often an important issue. This is so important that several organizations dare to include an element of commitment as one of the requirements for holding a position offered in job advertisements. Unfortunately, we still do not understand the meaning of commitment. However, this understanding is essential to create conducive working conditions so the company can run effectively and efficiently.

II. Literature Review

A. Motivation

Motivation is the underlying reason for the behavior, characterized by drive and will. Intrinsic motivation is driven by personal enjoyment, interest, and enjoyment, and reinforced opportunities determine extrinsic motivation. Every organization certainly wants to achieve its objective. The role humans are involved in in achieving this goal is very important. A person can carry out work responsibilities to the maximum through work motivation. To do so, a leader must motivate subordinates and know the motives and motivations desired by employees (Abdul et al., 2018). Motivation is a behavioral activity that works to fulfill desired needs. Organizations can improve employee work performance, motivation, and job satisfaction through compensation (Harahap et al., 2019).

B. Commitment

Kurniawan (2022) says the success of organizational management is primarily determined by success in managing human resources. In human resource management studies, commitment organization is one aspect that influences human behavior in organizations, which has been the subject of much discussion and research. How committed employees are toward the organization they work for is critical to determining that the organization achieves its goal. Some organizations dare to include the element of commitment as the wrong requirement to occupy the position or position offered in the vacancy advertisement work. However, it is not uncommon for organizational actors to still not understand the meaning of this commitment seriously. In order to understand employee commitment regarding actual organizations, several experts provide the understanding, and their view of Commitment describes the extent to which a person identifies himself with his organization and his willingness to persist in his organization (Wibowo et al., 2015). Work commitment is an exchange relationship between individuals and work organizations. Individuals bind themselves to the organization they belong to work in return for salary and other rewards received from the organization concerned.

C. Work Performance

Employee performance is considered to be able to influence because it measures how much employees give to their work positively to the organization. Positive employee performance can be achieved if the company knows the factors that affect employee performance. Employee performance is affected by three main factors, namely motivation, satisfaction, and discipline (Susanto, 2019). Performance Employees in Gen Z are looking for pioneers or leaders who can show commendable attitudes, who can and should be imitated in what they do, and whose level of focus allows them to empower and help others realize their potential (Irena & Rusfian, 2019). Performance is also the result of a work process planned at the time and place of the employee and organization (Siti et al., 2020). Employee performance can impact and depend on the quality and intensity of human resources that can be accessed. Employee performance is a single thing because each representative has different abilities and capacities in carrying out their obligations. Executives can also measure representative work based on individual representative performance (Adha et al., 2019). Employee performance is essential to the company. This results from a worker's work over time compared to various potentials, such as standards, goals, and criteria that have been mutually agreed upon. It is not easy to achieve high levels of workers because organizations can create an environment that encourages and encourages workers to perform well.

D. Hypothesis

Work motivation is needed to encourage employees to improve the quality of their work. Work motivation is used as a form of company appreciation for employee achievements. Martín et al. (2018) argue that work motivation allows companies to improve employee performance. Future research could focus on increasing the number of respondents as Gen Z increasingly enters the workforce so they can focus attention on this issue (Irena et al., 2019). Marewo et al. (2020) said motivation can positively impact employee performance. Work motivation is beneficial for raising someone's enthusiasm in completing their obligations. Work motivation raises employees' enthusiasm that their performance can run well. In this way, it is believed that organizations can strive to handle the work motivation framework well. Asri et al. (2017) say work motivation can increase Gen Z's commitment by encouraging employees to work harder and building their awareness of certain expectations. Things that need to be done to increase work motivation, especially about motivation related to these suitable activities marketing and garment work results on performance such as paying salaries which is more if there are employees exceed the set work target company, including employees on social activities and so on, with employee work discipline will cause employees to use as much as possible towards the desire to work correctly to get it maximum organizational commitment as well. The research hypothesis is that work motivation and work commitment positively affect employee performance.

III. Methods

The author used this research's systematic literature review (SLR) method. This SLR method is used to disseminate and interpret all previous research results that the researcher obtained. The results of this previous research were then systematically reviewed by the researcher, who reviewed and identified the selected research articles. Systematic Literature Reviews (SLR) offer precise methods and rigorous review protocols to examine and understand the available research on a particular topic. This approach centers on eliminating researcher bias and maintaining the objectivity of the research process while enabling discovery and investigation that leads to the acquisition of new insights. SLR consists of data collection, data analysis, and meta-narrative analysis. The meta-narrative analysis emphasizes the importance of critically examining the literature and evaluating gaps across research studies that differences in the underlying research traditions may cause.

This research uses quantitative data to analyze research problems comprehensively. The method used to obtain primary data. Structural Equation Modeling (SEM)-Partial Least Square (PLS), from now on as SEM-PLS, is used to determine the influence between variables in quantitative methods. SEM-PLS is used to process data obtained from interviews with open questionnaires from informants, which is ultimately used as supporting data for a more comprehensive analysis. Sekaran et al. (2016) said that

population is the entire collection of events or things researchers need to study and draw conclusions using measurable examples. Sugiyono (2017) said that a population is a whole area of objects or subjects with specific quantities and qualities still unknown to scientists. The population of this research is employees located in Jabodetabek. This location was chosen to focus more on conducting research, so researchers must consider the population area for sampling. Sekaran et al. (2016) state that a sample is a group or part of a population. So, by providing samples, researchers can create objectives that can be summarized in the population they need to study. This sample is essential for the population's number and quality (Sugiyono (2017). The sample taken must consider the population to achieve the objectives without error. So, a sample is a portion of the population under consideration. According to Zahro et al. (2021), subjective samples do not have the same probability of being selected as research samples, so the samples obtained do not necessarily meet the criteria for research problems. Data was collected by distributing questionnaires online.

IV. Results and Discussion

This study's respondents were 198 Gen Z employees domiciled in Jabodetabek. The research was carried out on April 16, 2024. The data describes respondents by gender, company domicile, education, length of service, and income. The respondent description can be explained in Table 2.

Table 2. Respondent Description

Information	Amount	Percentage
Gender		
Man	82	41,4%
Woman	116	58,6%
Firm Adress		
DKI Jakarta	81	40,9%
Bogor	30	15,2%
Depok	26	13,1%
Tangerang	34	17,2%
Bekasi	27	13,6%
Education		
Senior High School/High School	13	6,6%
Diploma Three	10	5,1%
bachelor degree	86	43,4%
Master	89	44,9%
Working Period		
< 1 year	21	10,6%
1 - 3 years	118	59,6%
3 - 5 years	37	18,7%
> 5 years	22	11,1%
Income		
< Rp 4.000.000/month	21	10,6%
RP 4.000.000 - Rp 7.000.000/month	63	31,8%
> 7.000.000/month	114	57,6%

Source: Central Bureau of Statistics (2022)

The proportion of male employees is 82 people or equivalent to 41.4%, and female employees are 116 people or equivalent to 58.6%. Then, because the target of this research is Gen Z, overall employees can be said to meet the research requirements. In the domiciles

studied, DKI Jakarta occupied the most positions, namely 81 people or the equivalent of 40.9%, Tangerang 34 people or the equivalent of 17.2%, Bogor 30 people or the equivalent of 15.2%, Bekasi 27 people or the equivalent of 13 .6%, and finally Depok with 26 people or the equivalent of 13.1%. At the education level, the most significant proportion was at the Master's level at 44.9%, then at the bachelor's degree at 43.4%, senior high school/high school at 6.6%, and finally, diploma three at 5.1%.It can be explained in Table 3 regarding the variable description of work motivation.

Table 3. Variable Description Work Motivation

Indicator	Mean
WM1	4.12
WM2	4.14
WM3	4.22
WM 4	4.14
WM 5	4.18
WM 6	4.22
WM 7	4.12
WM 8	4.2
WM 9	4.19
WM 10	4.18
Average	4,17

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

The work motivation variable averages 4.17, which is high. The highest average is found in the third and sixth indicators, with an average of 4.22.It can be explained in Table 4 regarding the variable description of work commitment.

Table 4. Variable Description Work Commitment

Indicator	Mean
WC1	4.2
WC2	4.18
WC3	4.14
WC4	4.18
WC5	4.22
WC6	4.14
WC7	4.2
WC8	4.19
WC9	4.19
Average	4,18

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

The table description of the Work Motivation variable shows an average of 4.18, which can be categorized as high. The highest average is found in the fifth indicator, with an average of 4.22. The R-square can be explained in Table 5.

Table 5. R- Square

	R-square	R-square adjusted
Employee Performance	0.972	0.971
Work Commitment	0.966	0.966

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

R-Square value for the employee performance research variable is 0.971, and work commitment is 0.966. The model fit for the employee performance research variable is 0.971 > 0.90, which means this model is categorized as good. Work commitment is 0.966 > 0.90, meaning this model is good. It can be concluded that the model used is fit.The variable description of employee performance can be explained in Table 6.

Table 6. Variable Description Employee Performance

Indicator	Mean
EP1	4.22
EP2	4.22
EP3	4.22
EP4	4.14
EP5	4.18
EP6	4.22
EP7	4.19
EP8	4.2
EP9	4.19
EP10	4.18
EP11	4.21
Average	4,19

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

The Employee Performance variable averages 4.19, which can be categorized as high. The highest average is found in the first, second, third, and sixth indicators, with an average of 4.22, which shows that respondents consider the first, second, third, and sixth indicators to be the main factors in employee performance. This can be explained in Table 7: Discriminant validity-Fornell-Larcker Criterion.

Table 7. Discriminant validity-Fornell-Larcker Criterion

	EP	WC	WM
Employee Performance	0.984		
Work Commitment	0.978	0.983	
Work Motivation	0.968	0.856	0.986

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

The discriminant validity-Fornell-Larcker criterion on the AVE value of employee performance is 0.984, the correlation between employee performance and work commitment is 0.978, and the correlation between employee performance and work motivation is 0.968 because the AVE value is higher than the correlation other

variables, the conditions for discriminant validity-Fornell-Larcker criterion are met. The AVE value of work commitment is 0.983, the correlation between work commitment and employee performance is 0.978, and the correlation between work commitment and work motivation is 0.856. therefore, because the AVE value is higher than the correlation of other variables, the Discriminant validity-Fornell-Larcker criterion requirements are met. The AVE value of work motivation is 0.986, the correlation between work motivation and employee performance is 0.968, and the correlation between work motivation and work commitment is 0.856. Therefore, because the AVE value is higher than the correlation of other variables, the Discriminant validity requirement-Fornell-Larcker criterion is fulfilled. It can be explained in Table 8 construct reliability and validity.

Table 8. Construct Reliability and Validity

	Cron-bach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
EP	0.967	0.969	0.754
WC	0.954	0.955	0.732
WM	0.955	0.960	0.716

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

This study's Average Variance Extracted (AVE) is valid because all results are> 0.50. Employee performance is 0.754 > 0.50. Furthermore, work commitment is 0.732 > 0.50. Furthermore, employee motivation is 0.716 > 0.50. For reliability in this study, the results have been proven to be > 0.70, as seen in Composite Reliability and Cronbach's Alpha. Composite Reliability on employee performance results show 0.969. The work commitment is 0.955. Then, finally, work motivation was 0.962. Judging from Cronbach's Alpha, employee performance results show 0.967. It can be explained in Table 9, Path Coefficients.

Table 9. Path Coefficients

	Original sample (O)	T statistics (|O/STDEV|)	P values
WM -> EP	0.683	11.000	0.000
WM -> EP	0.306	4.903	0.000
WM -> WC	0.983	485.162	0.000

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

T-statistics values for all test results are > 1.96, and P-values are < 0.05 (see Table 6). Table 6 shows the T-Statistics value of H1 of 11,000 > 1.96 and the P-value of 0.000 < 0.05. It can be stated that work commitment significantly affects employee performance. Thus, H1 is confirmed. Furthermore, the T-Statistics value of H2 is

4.903 > 1.96, and the P-value is 0.000 < 0.05. It can be stated that work motivation significantly affects employee performance. H2 is confirmed. Furthermore, the T-Statistics value of H3 is 485.162 > 1.96, and the P-value is 0.000 < 0.05. It can be stated that work commitment significantly affects work commitment. H3 is confirmed. There are no negative numbers in the original sample, which means this number is positive. Therefore, for everyone, the increase in work commitment to employee performance increases by 68.3%, work motivation to employee performance increases by 30.6%, and work motivation to work commitment increases by 98.3%. This can be explained in Table 10, Outer Loading.

Table 10. Outer Loading

	WM	WC	EP
WM1	0.831		
WM10	0.868		
WM11	0.896		
WM2	0.948		
WM3	0.944		
WM4	0.873		
WM5	0.867		
WM6	0.852		
WM7	0.703		
WM8	0.871		
WM9	0.872		
WC1		0.884	
WC2		0.787	
WC3		0.878	
WC4		0.895	
WC5		0.858	
WC6		0.766	
WC7		0.873	
WC8		0.876	
WC9		0.876	
EP1			0.804
EP10			0.869
EP2			0.741
EP3			0.900
EP4			0.880
EP5			0.883
EP6			0.863
EP7			0.756
EP8			0.874
EP9			0.873

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

The results of the Outer Model test show that all indicators for each variable have an outer loading > 0.70. All indicators for each research variable are proven to be valid and meet indicator reliability.The specific indirect effects can be explained in Table 11.

Table 11. Specific Indirect Effects

	Original sample (O)	T statistics (|O/STDEV|)	P values
WM -> WC -> EP	0.672	10.878	0.000

Source: Partial least squares structural equation modeling (PLS-SEM) (2024)

Work commitment is proven to mediate work motivation on employee performance, as indicated by a T-statistic value of 10.878 < 1.96 and a P-value of 0.000 < 0.05. The results of the Inner Model test prove that all research hypotheses are significant because the T value - Statistics for all test results > 1.96 and P-Values < 0.05.

This research proves that the higher the work motivation value of employees, the more positive work commitment will be on employee performance. These findings confirm the results of research from previous researchers (Taba, 2018, Suhartini et al., 2021, Mehta et al., 2023, Tri Rachmawan et al., 2020. As is understood, work motivation is a tendency that exists within a person and encourages him to take action. Motivating employees is a must, but there is still a need to increase awareness, career development, and employee welfare so that all employees can be enthusiastic, motivated, and competent in carrying out their duties. If the leader creates work motivation for his employees, then the leader has implemented a new strategy to increase the excellent performance of the employees themselves. However, if no motivation is provided, employees will feel deficiencies in employee performance. The employees themselves can feel the creation of work commitment, which can refer to employee performance. Therefore, the greater the motivation provided, the more significant the impact on improving employees' performance. This research shows a positive attitude towards work motivation, work commitment, and employee performance, stating that work motivation is essential to pay attention to in company operations because it will encourage the achievement of desired work results and increase employee commitment to work beyond their goals. This is in line with research results (Avni et al., 2015, Falah et al., 2020, Marewo et al., 2020, Marjaya & Pasaribu, 2019, Sari et al., 2022), which found that work motivation has a positive and significant effect towards work commitment. Work motivation has a positive effect on work commitment in this research because if we look at the description of the data obtained, it shows that the work motivation applied in various companies in Jabodetabek has reached the high category, meaning that work motivation in each company is good for the majority of employees. Hence, they can increase employee work motivation.

Work motivation significantly and positively affects work commitment (p < 0.05). For employees, getting work motivation will increase their work commitment and impact their performance, on the other hand, a lack of work motivation and commitment to employees will have implications for low employee performance. Research shows that appreciating employee performance and work motivation can cause high commitment. Apart from that, it is apparent from the description of respondents' answers to the work commitment variable that most respondents are in the high category. The AVE value in the outer loading indicator value is >0.70. Then, looking at the construct reliability, the AVE value is > 0.50. Each variable's AVE value is higher than the correlation of the other variables in the discriminant. As well as the T-Statistics value for all test results > 1.96 and P-Values < 0.05. This research is in line with various previous researchers (Adha et al., 2019, Jufrizen, 2021, Lantara, 2019, Chair, 2020, Putra, 2021, Siti et al., 2020, Wirawan et al., 2018) who have proven in his research that the variables of work motivation and work commitment on employee performance have been proven to have a positive attitude.

V. CONCLUSION

Work motivation has a positive and significant effect on the performance of Gen Z employees in Jabodetabek, work commitment has a positive and significant effect on the performance of Gen Z employees in Jabodetabek, work motivation, and work commitment have a positive and significant effect on the performance of Gen Z employees in Jabodetabek. According to the results of the research and discussion, it can be concluded that all variables have been proven to have a positive and significant influence because the T-statistics values for all test results are > 1.96 and P-values < 0.05. According to the research results, it can be proposed that organizational leaders further increase the work inspiration of their representatives by increasing the implementation of appropriate work motivation for their representatives. From the results of this exploration, it can be seen that work motivation can positively impact work inspiration. It is hoped that future researchers interested in studying similar aspects, such as employee performance, work motivation, and work commitment, will expand their research subjects. In addition, it is hoped that it can add or test variables that are thought to influence employee work commitment, such as internal communication, organizational culture, and leader characteristics. The potential influence of external factors on the performance of Gen Z employees can be seen from several aspects, such as the technology available in the workplace, adequate supporting facilities, and a supportive social environment. In several studies, external factors like this have shown a significant influence on employee performance, especially for generations accustomed to technology and a dynamic environment such as Gen Z. Economic conditions, industry trends, and organizational culture can significantly influence the performance of Gen Z employees. Stable and dynamic economic conditions can increase employee motivation by providing better career opportunities and fairer compensation. Fast-changing industry trends can require more innovative and adaptive employees. Employees who can think creatively and adapt quickly will be more fortunate. An organizational culture that supports teamwork and innovation can also improve employee performance by providing opportunities to contribute and share

knowledge. Thus, a more comprehensive understanding of these factors can help organizations develop more effective strategies to improve the performance of Gen Z employees. Research on the impact of motivation and commitment on Gen Z work performance in the Jabodetabek area has several limitations that are important to understand in order to understand the limitations of the research findings and their potential impact on the generalization of the results. One limitation is that this research only focuses on the Jabodetabek area, so the results may not be widely generalized to other regions. Apart from that, this research also has limitations in collecting data, mainly due to limited resources and time. Therefore, the results of this research must be understood in the context of the Jabodetabek area and cannot be generalized directly to other regions without further expansion. Research on the impact of motivation and commitment on Gen Z work performance in the Greater Jakarta area has several significant practical implications for managers and policymakers. The research findings show that motivation and commitment significantly influence Gen Z's work performance. Therefore, managers and policymakers are expected to be able to use these findings as a reference in developing more effective strategies to improve Gen Z's work performance in the future. Managers should increase employee motivation by providing better career opportunities, fairer compensation, and a supportive work environment. Policymakers should increase employee commitment by providing opportunities to contribute and share knowledge and developing an organizational culture that supports teamwork and innovation. Managers must develop more effective strategies to improve Gen Z's work performance, such as increasing employee awareness and participation and the ability to adapt to change. Policymakers must develop better resources to improve Gen Z's work performance, such as improving technical skills and creative thinking abilities.

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