



THE INFLUENCE OF WORK FACILITIES, TIME MANAGEMENT, SOCIAL PRESTIGE, AND WORK CULTURE ON WORKPLACE SELECTION BY GENERATION Z IN SOUTH BANDUNG

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Article Info

ABSTRACT

Keywords:

Generation Z, social prestige, time management, work culture, work facilities, workplace selection.

This study analyzes the influence of Work Facilities, Time Management, Social Prestige, and Work Culture on Workplace Selection by Generation Z in South Bandung. Generation Z values digital convenience, time flexibility, and a healthy work environment in choosing a workplace. The study used a quantitative approach with Structural Equation Modeling (SEM) via SmartPLS, involving 150 respondents. Results show that Work Facilities, Time Management, and Work Culture positively influence Workplace Selection, while Social Prestige has no significant impact. The R-square value of 54.3% indicates that these variables explain over half of the workplace selection variability. These findings suggest that companies should prioritize work environment comfort, flexibility, and adaptive culture in their recruitment and retention strategies.

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1. INTRODUCTION

Generation Z, born between 1997 and 2012, has become a significant part of today's workforce. This generation is characterized by unique traits and expectations when choosing a workplace, distinguishing them from previous generations. Unlike millennials or generation x, generation z places high importance not only on financial compensation but also on flexibility, job meaning, and a healthy work environment. Previous research has largely focused on the workplace preferences of older generations, leaving a gap in understanding how generation z's workplace selection is influenced by factors such as work facilities, time management, social prestige, and work culture. This study aims to fill this gap by analyzing how these factors influence workplace selection decisions among generation z in the South Bandung area, which reflects the dynamics of an evolving urban workforce.

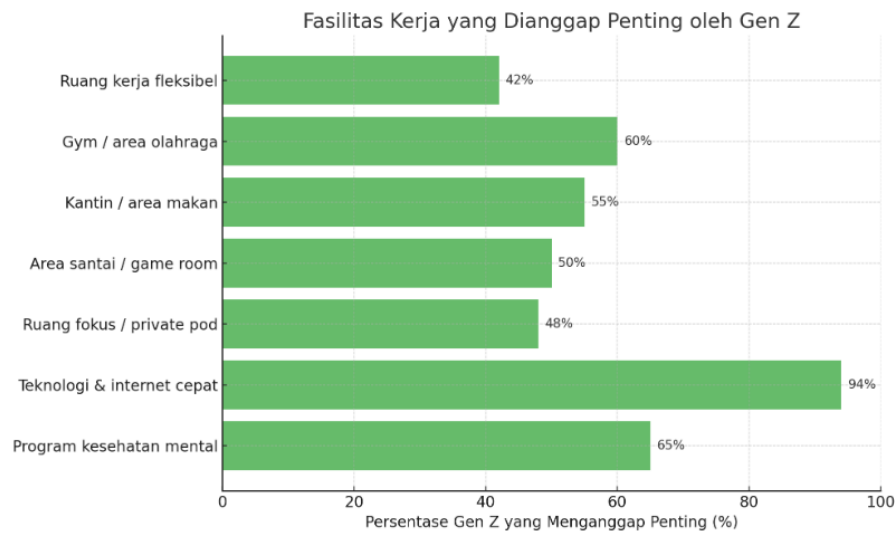


Figure 1. Work facilities considered important by generation z

Source : detik.com (2024)

Here is a bar graph showing the work facilities that generation z considers important. It can be seen that technology and fast internet occupy the top spot (94%), followed by mental health programs (65%) and gyms/sports areas (60%). This shows that gen z highly prioritizes digital convenience, mental health, and a healthy lifestyle at work.

Flexible time management is another important factor in generation z's work preferences. Flexibility in working hours allows them to tailor working hours to personal needs, which in turn increases job satisfaction and productivity. In South Bandung, companies that implement flexible work systems, such as work from home or adjustable working hours, are more in demand by generation z.

Social prestige also influences generation z's work preferences, especially in the context of identity and social status. This generation tends to choose jobs that not only provide income but also improve their self-image in the eyes of society. According to research by Ristiawan, social prestige factors, such as working in well-known companies or having prestigious positions, are significant considerations for generation z in choosing a job.

In addition to factors such as work facilities, time management, social prestige, and work culture are also crucial aspects in influencing generation z's decision to choose a workplace. Work culture refers to the value systems, norms, habits, and practices that shape interactions within the organization. Generation Z, who grew up in the era of digitalization and diversity, show a preference for an inclusive, collaborative, and adaptive work culture to change. Research by Amelia [10] reveals that work culture has a significant positive influence on the performance and work comfort of generation z in Bekasi, where they value a work environment that is open to innovation and flexibility.

These changes demand new strategies in human resource management, particularly in the recruitment and retention process. This research was conducted in the South Bandung area, which reflects the dynamics of the urban workforce that continues to grow. The purpose of this study is to determine the influence of work facilities, time management, social prestige, and work culture on workplace selection decisions by generation z.

2. RESEARCH METHOD

This study adopts a quantitative approach to analyze the influence of work facilities, time management, social prestige, and work culture on workplace selection decisions by Generation Z in South Bandung. A quantitative approach is deemed appropriate for understanding causal relationships between these variables and providing generalizable results. Specifically, Structural Equation Modeling (SEM) was used for data analysis, as it allows for the simultaneous testing of complex relationships between latent variables, as well as measuring the effects of various indicators on each variable in more depth. SEM is particularly suitable for this research due to its ability to handle non-normal data and moderate sample sizes, making it a robust method for this study.

The population for this study consists of Generation Z individuals (born between 1997 and 2012) residing in the South Bandung area, who are either currently in the process of choosing a workplace or have experience in doing so. A purposive sampling technique was employed to select participants based on specific characteristics that align with the study's objectives. The sample size was determined by the guidelines for SEM, which recommend having 5-10 respondents per indicator in the model. Given that the study includes approximately 24 indicators from 5 variables, the ideal sample size is between 120 and 240 respondents. Therefore, 150 respondents were selected to meet SEM assumptions and to ensure the accuracy of the model estimates.

Data were collected through a closed-ended questionnaire with a 5-point Likert scale, where respondents rated their level of agreement with various statements. This scale ranges from 1 (Strongly Agree) to 5 (Strongly Disagree). The questionnaire measured several indicators for each of the variables under study: work facilities, which includes aspects like physical facilities, digital facilities, comfort, and the completeness of work tools; time management, which involves flexibility in working hours, work-life balance, and freedom of timing; social prestige, which includes social status, corporate image, and public recognition; work culture, which refers to collaboration, openness, innovation, and professionalism; and workplace selection (dependent variable), which includes preference satisfaction, value suitability, and loyalty to work choices.

For data analysis, SmartPLS software version 4 was used to perform the SEM analysis. This software is well-suited for SEM-PLS as it is capable of handling exploratory research with non-normal data and moderate sample sizes. The analysis process included measurement model evaluation to assess the validity and reliability of the constructs, using indicators such as outer loading, Average Variance Extracted (AVE), and Composite Reliability. Constructs that met the criteria for validity and reliability were retained for further analysis. The structural model evaluation followed, testing the relationships between latent variables using R^2 values, path coefficients, and significance tests (p-values and t-statistics), determining how well the model explained the data. Hypothesis testing was performed using t-statistics greater than 1.96 and p-values less than 0.05 to determine the significance of the relationships.

To ensure the reliability and validity of the measurement instruments, the questionnaire was tested for convergent validity and discriminant validity. Convergent validity was assessed using the AVE, with values greater than 0.50 considered acceptable, while discriminant validity was checked by comparing the cross-loadings between the indicators and constructs. In terms of reliability, Cronbach's alpha was used to ensure internal consistency, with values above 0.70 considered acceptable.

Ethical considerations were carefully followed throughout the study. All participants provided informed consent before participating, and their participation was voluntary. The privacy and confidentiality of respondents were ensured by anonymizing all collected data, and the results were used solely for academic purposes.

3. RESULT AND ANALYSIS

Measurement model analysis (outer model) is carried out with several stages of testing, namely individual item reliability, internal consistency reliability, average variance extracted, and discriminant validity as well as variant (R^2) analysis or determination test. Variable description:

- a. BK : Work culture
- b. FK : Work facilities
- c. GS : Social prestige
- d. MW : Time management
- e. TK : Workplace

Individual item reliability

The test is carried out by looking at the value of the standardized loading factor. This value describes the magnitude of correlation between the indicator and the variable, if there is a value above 0.70, it can be said to be valid as an indicator to measure variables.

Table 1. SmartPLS loading factor test results

Instrument	Work culture (X ₁)	Work facility (X ₂)	Social prestige (X ₃)	Time management (X ₄)	Workplace (Y)
BK_1	0.806				
BK_2	0.806				
BK_4	0.858				
BK_5	0.844				
FK_2		0.842			
FK_4		0.868			
FK_6		0.860			
GS_2			0.745		
GS_5			0.843		

Instrument	Work culture (X ₁)	Work facility (X ₂)	Social prestige (X ₃)	Time management (X ₄)	Workplace (Y)
GS_6			0.706		
GS_7			0.815		
GS_8			0.845		
MW_1				0.751	
MW_2				0.840	
MW_3				0.758	
MW_4				0.762	
MW_5				0.812	
TK_2					0.876
TK_3					0.806
TK_4					0.858

The table above shows a value of 0.70 on the average loading factor where it can be said to be valid and can be continued, because the condition is valid at a minimum value of 0.70.

Internal consistency reliability

The test was carried out using a composite reliability value with a value limit above 0.70. Here are the results of the SmartPLS test.

Table 2. SmartPLS composite reality test results

Variabel	Composite reliability (rho_c)
Work culture (X ₁)	0.897
Work facilities (X ₂)	0.892
Social prestige (X ₃)	0.894
Time management (X ₄)	0.889
Workplace (Y)	0.884

Based on the table above, it shows a composite reliability value above 0.70, the above value can be said to be no problem or valid in the composite reliability test

Average variance extracted

Convergent validity testing by looking at the average variance extracted (AVE) value column. The AVE value to show the magnitude of the variance in the variable that exists in the latent variable. The minimum standard for AVE values is 0.50 in showing a good measure of convergent validity. The following are the test results from SmartPLS.

Tabel 3. Hasil Uji Average Variance Extracted (AVE) SmartPLS

Variabel	Average variance extracted (AVE)
Work culture (X ₁)	0.687
Work facilities (X ₂)	0.734
Social prestige (X ₃)	0.628
Time management (X ₄)	0.617
Workplace (Y)	0.717

Based on the table above, it shows that the Average Variance Extracted (AVE) value has a value above 0.50, then it can be said to be valid and there are no problems with the AVE test.

Discriminant validity

This test is carried out by cross-loading, by comparing the root value of the AVE. cross loading is a measure in comparing the correlation of one indicator with another indicator in a variable. When correlation between indicators with a higher construct, this shows that the value is better than others. The following are the test results of the SmartPLS.

Table 4. SmartPLS discriminant validity test results

Variabel	Work culture (X ₁)	Work facilities (X ₂)	Social prestige (X ₃)	Time management (X ₄)	Workplace (Y)
BK_1	0.806	0.544	0.090	0.566	0.499
BK_2	0.806	0.455	0.160	0.471	0.498
BK_4	0.858	0.529	0.159	0.541	0.536
BK_5	0.844	0.519	0.123	0.514	0.556
FK_2	0.498	0.842	0.198	0.582	0.588
FK_4	0.632	0.868	0.148	0.723	0.553
FK_6	0.455	0.860	0.134	0.639	0.521
GS_2	0.141	0.225	0.745	0.188	0.287
GS_5	0.168	0.181	0.843	0.094	0.227
GS_6	0.078	0.129	0.706	0.133	0.139
GS_7	0.081	0.046	0.815	0.019	0.118
GS_8	0.117	0.044	0.845	-0.013	0.141
MW_1	0.420	0.508	0.027	0.751	0.392
MW_2	0.546	0.702	0.180	0.840	0.522
MW_3	0.475	0.527	0.083	0.758	0.529
MW_4	0.410	0.529	0.129	0.762	0.409
MW_5	0.584	0.664	0.088	0.812	0.602
TK_2	0.467	0.552	0.270	0.585	0.876
TK_3	0.585	0.536	0.112	0.505	0.806
TK_4	0.552	0.558	0.275	0.532	0.858

Based on table 4 above, it shows that the value of the construct in the thick block is greater than the value that is not in the thick block, so it can be said that the research model used already has good characteristics in the tests carried out.

Analisis variant (R²) atau uji determinasi

Variant analysis (R²) or determination test is a test to determine the magnitude of the influence of independent variables with dependent variables. Here are the results of the SmartPLS test.

Tabel 5. Hasil nilai R-square SmartPLS

Variabel	R-square	R-square adjusted
Workplace (Y)	0.543	0.527

Based on table 5, the R-square value shows that in the workplace variable it is 54.3% with the remaining variable values influenced by other factors. Based on these results, it can be said that the research model carried out has qualified to continue with the structural model (inner model) testing.

Hypothesis testing

Hypothesis testing in this study was carried out by looking at the results of the Structural model (inner model) test which includes values from parameter coefficients, t-statistics, and p-values. To see if a hypothesis is acceptable or rejected. Hypothesis testing in this study was carried out using SmartPLS software. This value is seen from the results of bootstrapping. The rules of thumb used in this study are t-statistics >1.96 with a significance level of p-value of 0.05 and a coefficient of positive value. The results of this study can be seen in the table below.

Table 6. SmartPLS path coefficients results

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Explanation
Work Culture (X ₁) - > Workplace (Y)	0.301	0.306	0.104	2.903	0.002	Accepted

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Explanation
Work Facilities (X ₁) -> Workplace (Y)	0.259	0.244	0.106	2.450	0.007	Accepted
Social Prestige (X ₃) -> Workplace (Y)	0.132	0.146	0.090	1.476	0.070	Rejected
Time Management (X ₂) -> Workplace (Y)	0.235	0.247	0.100	2.358	0.009	Accepted

Based on the results of data processing using SmartPLS, it was found that the work culture variable (X₄) had a positive and significant influence on workplace selection (Y) with an original sample value of 0.301, t-statistics of 2,903, and p-value of 0.002. A t-value greater than 1.96 and a p-value smaller than 0.05 indicate that the effect is statistically significant, so the hypothesis is declared acceptable. This indicates that the better the work culture offered by a company, the more likely it is that generation z will choose the company as a place to work. Furthermore, the work facility variable (X₁) also showed a positive and significant influence on the selection of the workplace with an original sample value of 0.259, t-statistic of 2,450, and p-value of 0.007. Thus, the hypothesis is also accepted, which means that the availability of adequate work facilities will increase the attractiveness of a workplace for generation z. Meanwhile, the social prestige variable (X₃) shows a positive but insignificant influence on workplace selection. The original sample value of 0.132, t-statistic 1.476, and p-value of 0.070 which exceeded the significance limit of 0.05 caused this hypothesis to be rejected. This indicates that the prestige or social prestige attached to a job is not the main factor in generation z's decision to choose a workplace. The time management variable (X₂) had a positive and significant influence on workplace selection, with an original sample value of 0.235, t-statistics of 2.358, and a p-value of 0.009. With a t-statistic of more than 1.96 and a p-value of less than 0.05, the hypothesis is accepted, which means that the company's ability to provide time management flexibility is an important consideration for generation z in choosing a place to work.

Overall, it can be concluded that of the four variables studied, three variables, namely work culture, work facilities, and time management, were proven to have a positive and significant effect on workplace selection by generation z, while social prestige did not have a significant influence. These findings reinforce the importance of aspects of the work environment, facilities, and time flexibility in attracting the interest of today's young workforce.

3 CONCLUSION

Based on the data analysis, it is concluded that work culture, work facilities, and time management significantly influence workplace selection by Generation Z in South Bandung. Generation Z values flexibility, comfort, and alignment with personal values, preferring dynamic, adaptable environments. An open and innovative work culture, modern facilities, and flexible time management are key to their job satisfaction. However, social prestige has no significant impact on their workplace choice, highlighting a shift in priorities compared to previous generations. Companies aiming to attract and retain Generation Z talent should focus on creating a supportive and flexible work culture, providing modern facilities, and offering work-life balance. This research provides valuable insights for HR practitioners to develop effective strategies for engaging this generation, especially in the context of the post-pandemic workforce shift. Further research could explore the impact of social prestige and other factors in different industries or regions

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