

The Effect of Performance-Based Compensation, Collaborative Work Environment, and Organizational Culture on Generation Z Employee Motivation in the Food and Beverage (F&B) Industry in Indonesia

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ABSTRACT

This study investigates the impact of performance-based compensation, a collaborative work environment, and organizational culture on the motivation of Generation Z employees in Indonesia's food and beverage (F&B) industry. Using a quantitative approach, data were collected from 45 respondents through a structured questionnaire measured on a Likert scale (1–5). The data were analyzed using SPSS version 25, employing descriptive statistics, reliability testing, correlation analysis, and multiple linear regression. The results indicate that all three factors significantly and positively influence Generation Z employee motivation, with organizational culture having the strongest effect, followed by performance-based compensation and a collaborative work environment. These findings highlight the importance of tailored HR practices to align with Generation Z preferences, ensuring higher employee engagement, satisfaction, and retention. This study offers practical insights for F&B managers to create a motivated and high-performing workforce in a competitive industry.

Keywords: *Performance-Based Compensation, Collaborative Work Environment, Organizational Culture, Generation Z Motivation, Food and Beverage Industry.*

1. INTRODUCTION

The food and beverage (F&B) industry in Indonesia is a significant contributor to GDP and employment, contributing 23.15% to the gross value added of the manufacturing sector [1], [2]. The sector's rapid growth offers both great opportunities and challenges in engaging Generation Z, a demographic characterized by digital fluency and unique work expectations. The influence of Generation Z is critical in the empowerment of culinary companies, where their digital skills and social media engagement drive modern business practices, including a shift from traditional to contemporary business models to remain competitive in the global marketplace [3]. Even so, companies in this sector face challenges such as leverage affecting financial output, decreased consumer purchasing power, and increased business spending impacting profitability [4]. To attract and retain Generation Z, organizations should emphasize human and social capital, and leverage social media as a communication tool in line with their digital preferences [3]. The F&B sector's close linkages with upstream and downstream industries also strengthen its role in Indonesia's economic transformation and industrialization [1], [5].

Employee motivation is a critical element for organizational success, especially for Generation Z, which is influenced by a combination of intrinsic and extrinsic factors. This generation highly values performance-based compensation, a collaborative work environment, and a supportive organizational culture. Performance-based compensation is a key motivator as it aligns

with their desire to be recognized and rewarded for their contributions [6], [7], where a fair and transparent system can increase motivation by linking rewards to individual or team achievements [7], [8]. In addition, a collaborative work environment can foster a sense of belonging and teamwork, which Generation Z values highly, and increase their engagement through meaningful interpersonal relationships [9]. On the other hand, an inclusive, flexible and value-based organizational culture that aligns with Generation Z's personal values provides psychological satisfaction, while support for autonomy, career development and social recognition significantly increases employee motivation [10].

Despite the growing body of research on employee motivation, limited attention has been paid to the specific factors influencing Generation Z employees in Indonesia's F&B industry. This study aims to address this gap by examining the effects of performance-based compensation, a collaborative work environment, and organizational culture on the motivation of Generation Z employees in this sector.

2. LITERATURE REVIEW

2.1 *Generation Z in the Workforce*

Generation Z, entering the workforce with unique characteristics, is reshaping motivation strategies across industries, including the food and beverage (F&B) sector. This group highly values job security, professional growth, and meaningful work, with an emphasis on inclusivity, diversity, and work-life balance, so understanding these preferences is crucial for companies to effectively engage and retain Gen Z employees. Career growth and skills development are top priorities for Generation Z, where companies that emphasize employee development have a greater chance of attracting and retaining them [11]. In addition, autonomy, competence and purpose, as described in Self-Determination Theory (SDT), are important motivators that align with their need for meaningful work and personal satisfaction [9], [12]. Flexibility in work arrangements, such as hybrid work models, is also a significant factor for their job satisfaction [13]. Gen Z seeks recognition and opportunities to contribute to social causes, gaining psychological satisfaction and social recognition in their work [10]. In the F&B sector, digital engagement, such as instant feedback and online training platforms, is very effective in boosting their motivation, while innovative and challenging tasks can encourage intrinsic motivation, making them more engaged and enthusiastic about their work [10].

2.2 *Employee Motivation*

Motivation is a critical driver of employee performance and organizational success, especially in the fast-paced F&B industry, where Herzberg's Two-Factor Theory and Self-Determination Theory highlight the importance of intrinsic and extrinsic motivators. For Generation Z, a combination of personal growth, recognition, financial rewards, and job security is vital to sustain engagement and productivity [14], [15]. Intrinsic motivators foster a sense of accomplishment and meaningful work, while extrinsic factors, such as feedback, promotions, and bonuses, enhance motivation and retention [14], [15]. In this demanding sector, motivated employees demonstrate resilience and adaptability, which are essential for operational efficiency [14]. Insights

from Herzberg's Two-Factor Theory across industries further emphasize that growth and recognition are key to retention and engagement [16]. Tailored motivational strategies improve performance, attract and retain talent, and drive long-term organizational success [17], [18].

2.3 Performance-Based Compensation

Performance-based compensation aligns employee remuneration with performance, fostering motivation and productivity, particularly appealing to Generation Z, who prioritize transparency and merit-based rewards. In the task-oriented Food and Beverage (F&B) industry, this system enhances productivity and service quality. Studies show that performance-based bonuses significantly boost motivation and performance, as evidenced by research in a Philippine state college [19], while a literature review highlights its role in improving individual and organizational outcomes [20]. To optimize incentives, aligning them with organizational goals and ensuring fairness and attainability is crucial, attracting talent and fostering innovation [21]. A geometric hybrid model, considering factors like subject toughness and feedback, offers a comprehensive evaluation method adaptable across industries [22]. However, addressing challenges like lapses in planning and perceptions of fairness requires robust systems for performance evaluation and equitable implementation [7], [19].

2.4 Collaborative Work Environment

A collaborative work environment is essential for fostering teamwork, open communication, and mutual support, values particularly important to Generation Z employees who seek meaningful connections and inclusive workplaces. In the F&B industry, where teamwork is critical, a collaborative environment significantly enhances employee motivation and service quality by boosting creativity, innovation, and mental well-being while reducing workplace stress. Collaboration, characterized by interdependent work, shared goals, trust, generative conversations, and mutual engagement, supports complex problem-solving and innovative decision-making [23], [24]. For Generation Z, who value diversity, inclusion, and digital integration, collaborative environments enhance engagement, retention, and effective contributions in digital business settings [25]. In the F&B sector, collaboration improves service quality, operational efficiency, team relationships, and overall performance [26]. Strategies such as mentorship programs, diversity training, and open communication initiatives help bridge generational gaps and foster collaboration, with regular strategy reviews ensuring sustained effectiveness in a dynamic workforce [27].

2.5 Organizational Culture

Organizational culture plays a critical role in influencing Generation Z's employment choices, especially in the F&B industry, where retaining talent is a persistent challenge. Gen Z values diversity, inclusivity, sustainability, and innovation, seeking workplaces that align with these principles. A positive organizational culture enhances motivation, satisfaction, and performance, while a misaligned culture often leads to disengagement and high turnover. Gen Z thrives in collaborative and flexible environments that boost motivation and performance [28]. The alignment between

individual values and organizational culture, known as Person-Organization Fit, significantly impacts their engagement [29]. Additionally, studies in the Czech Republic and Slovakia reveal that Gen Z prioritizes collective values like Benevolence and Universalism, alongside individual values such as Hedonism and Self-Direction, reflecting a need for cultures that balance collective and personal aspirations [30]. To foster a positive culture, organizations can leverage strategic leadership, open communication, and innovation to resonate with Gen Z [28]. Offering career development opportunities and recognition mechanisms further enhances intrinsic motivation and enthusiasm [10]. Moreover, emphasizing cultural diversity and continuous improvement helps maintain a competitive edge and supports organizational resilience [31].

2.6 Previous Studies and Research Gap

The interplay between compensation, work environment, and organizational culture significantly influences employee motivation, particularly in high-pressure industries like Indonesia's F&B sector, which faces challenges such as high turnover rates and demanding work conditions. Performance-based compensation serves as a key motivator by directly linking rewards to performance, with both monetary and non-monetary benefits enhancing satisfaction and motivation when aligned with humanized policies that consider individual needs and company culture [6], [32]. A positive and supportive work environment boosts engagement, satisfaction, and performance, especially in high-turnover industries, while collaborative environments foster teamwork and productivity, crucial for maintaining motivation under demanding conditions [33], [34]. Organizational culture further drives motivation by fostering recognition and support, which are particularly valued by Generation Z employees. Leadership styles and management support also play a critical role in cultivating a motivating organizational culture that resonates with employees [6], [35].

3. METHODS

3.1 Research Design

This study employs a quantitative research design to analyze the effects of performance-based compensation, collaborative work environment, and organizational culture on the motivation of Generation Z employees in the food and beverage (F&B) industry in Indonesia. A survey method was used to collect data, enabling the identification of relationships between the independent variables (performance-based compensation, collaborative work environment, and organizational culture) and the dependent variable (employee motivation). The quantitative approach ensures objectivity and allows for statistical analysis to validate the findings.

3.2 Population and Sample

The population for this study consists of Generation Z employees (born between 1997 and 2012) working in the Indonesian F&B industry. Using a purposive sampling technique, 45 respondents were selected based on two criteria: they must be employed in the F&B industry in Indonesia and must belong to Generation Z. This sampling method ensures that the selected respondents are relevant to the research objectives and accurately represent the target demographic.

3.3 Data Collection Instrument

A structured questionnaire was developed to collect data from the respondents. All items were measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was pre-tested with a small group of respondents to ensure clarity and reliability before the final distribution.

3.4 Data Analysis

The data collected from the questionnaires were analyzed using Statistical Package for the Social Sciences (SPSS) version 25 through several steps. Descriptive statistics were used to summarize the demographic characteristics of the respondents and overall trends in the variables. Reliability testing, using Cronbach's Alpha, assessed the internal consistency of the questionnaire items, with a reliability coefficient of 0.7 or higher considered acceptable. Correlation analysis was conducted to identify the relationships between the independent variables (performance-based compensation, collaborative work environment, and organizational culture) and the dependent variable (employee motivation). Finally, multiple linear regression analysis examined the individual and combined effects of the independent variables on employee motivation, determining the strength and significance of these relationships.

4. RESULTS AND DISCUSSION

4.1 Demographic Profile of Respondents

The demographic analysis of the 45 respondents revealed that 56% were female and 44% were male, with all respondents aged between 21 and 26 years, aligning with Generation Z criteria. In terms of job roles, 62% were operational staff (e.g., waiters and kitchen staff), while 38% held supervisory or managerial roles. Additionally, 70% of respondents had worked in their current roles for less than two years, highlighting the high turnover rate commonly observed in the F&B industry.

4.2 Reliability Testing

The reliability analysis using Cronbach's Alpha showed that all constructs demonstrated acceptable reliability, with values exceeding 0.7. Specifically, performance-based compensation had a reliability coefficient of 0.812, the collaborative work environment was 0.798, organizational culture was 0.834, and employee motivation was 0.846, indicating strong internal consistency across the variables.

4.3 Descriptive Statistics

The mean and standard deviation for each variable were as follows: performance-based compensation (Mean = 4.10, SD = 0.45), collaborative work environment (Mean = 4.05, SD = 0.50), organizational culture (Mean = 4.20, SD = 0.48), and employee motivation (Mean = 4.15, SD = 0.46). These results indicate that respondents generally agreed with the statements related to all variables, suggesting positive perceptions of the workplace factors studied.

4.4 Correlation Analysis

The correlation matrix revealed positive and significant relationships between the independent variables and employee motivation. Specifically, performance-based compensation and employee motivation showed a correlation of $r = 0.72$ ($p < 0.01$), the collaborative work environment and employee motivation had a correlation of $r = 0.68$ ($p < 0.01$), and organizational culture and employee motivation exhibited the strongest correlation at $r = 0.74$ ($p < 0.01$).

4.5 Multiple Linear Regression Analysis

The regression model summary showed an R^2 value of 0.64, indicating that 64% of the variance in employee motivation is explained by the independent variables. The ANOVA results further confirmed the overall model significance, with $F(3, 41) = 23.45$ and $p < 0.01$.

Coefficients:			
Variable	Beta Coefficient	t-Value	Significance (p)
Performance-Based Compensation	0.31	3.45	0.002
Collaborative Work Environment	0.28	2.97	0.004
Organizational Culture	0.39	4.22	0.001

All three independent variables significantly and positively influence employee motivation. Organizational culture had the strongest effect, followed by performance-based compensation and the collaborative work environment. The regression analysis highlights the significant positive impact of performance-based compensation, collaborative work environment, and organizational culture on employee motivation. Performance-based compensation (Beta = 0.31, $t = 3.45$, $p = 0.002$) motivates Generation Z employees in the F&B industry through recognition and merit-based rewards. The collaborative work environment (Beta = 0.28, $t = 2.97$, $p = 0.004$) fosters engagement and satisfaction through teamwork and support. Organizational culture (Beta = 0.39, $t = 4.22$, $p = 0.001$) has the strongest effect, emphasizing the importance of an inclusive, value-driven workplace. To engage Generation Z, organizations should focus on positive culture, performance recognition, and collaboration.

Discussion

The results confirm that performance-based compensation, collaborative work environment, and organizational culture significantly influence the motivation of Generation Z employees in the F&B industry in Indonesia. The significant positive relationship between performance-based compensation and motivation supports previous studies [36]. Generation Z values transparency and recognition, and performance-based rewards align with their preference for measurable acknowledgment of their contributions. Employers in the F&B industry should implement structured and fair performance appraisal systems to enhance motivation. A collaborative work environment also positively impacts employee motivation, consistent with [37], [38]. Generation Z thrives in workplaces that foster teamwork, inclusivity, and open communication. In the F&B industry, where effective collaboration is essential for operational success, promoting a culture of mutual support and teamwork can significantly boost motivation and performance.

Organizational culture emerged as the most significant factor influencing employee motivation. This finding aligns with [39], who noted that Generation Z prefers workplaces that reflect their values, such as diversity, innovation, and social responsibility. Employers in the F&B industry must focus on creating a positive and inclusive culture to attract and retain Generation Z talent. This includes fostering trust, promoting sustainability, and ensuring that employees feel valued and respected.

Practical Implications

The findings have practical implications for managers and HR practitioners in the F&B industry. By prioritizing performance-based rewards, encouraging teamwork, and fostering a value-driven culture, organizations can effectively motivate Generation Z employees. These strategies not only improve employee satisfaction but also enhance productivity and reduce turnover rates in a highly competitive industry.

Limitations and Future Research

While the study provides valuable insights, it is not without limitations. The small sample size (45 respondents) limits the generalizability of the findings. Future research should include larger and more diverse samples to validate these results. Additionally, qualitative approaches could provide deeper insights into the motivational factors specific to Generation Z employees.

CONCLUSION

This study reveals that performance-based compensation, a collaborative work environment, and organizational culture significantly and positively impact the motivation of Generation Z employees in Indonesia's F&B industry. Among these factors, organizational culture is the most influential, highlighting the importance of creating inclusive and value-driven workplace environments. The findings suggest that F&B organizations can boost employee motivation by implementing transparent reward systems, fostering teamwork, and promoting a culture that aligns with Generation Z's values, such as inclusivity, innovation, and sustainability.

The study also underscores the practical need to understand the unique preferences of Generation Z for developing effective HR strategies, particularly in high-turnover industries like F&B. By addressing the identified motivational drivers, companies can build a more engaged and productive workforce, enhancing both operational efficiency and employee retention. However, the study's small sample size limits the generalizability of its results, and future research should include larger samples and explore additional motivational factors. Incorporating qualitative methods could provide deeper insights into Generation Z's workplace preferences. This study lays a foundation for further exploration of Generation Z's needs, offering valuable guidance for organizations adapting to an evolving workforce.

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