

## Analysis of Leadership Style and Organizational Culture that Affect Generation Z's Motivation and Job Retention in Jakarta

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### ABSTRACT

The purpose of this study is to analyze leadership style and organizational culture that affect motivation and job retention of Generation Z in Jakarta. The problem of employee motivation and job retention in Indonesia is a major concern for many organizations, especially in facing the dynamics of the labor market that continues to grow and is increasingly competitive. The data collection method used is a quantitative method with survey research using a questionnaire instrument. The results of the study indicate that leadership style has a positive influence on the motivation and job retention of Generation Z employees in Jakarta to work > 3 years in the same company, this is in line with the first research objective. The results of the study also answer the second research objective, namely showing that transformational leadership style has a significant positive influence on the work motivation of Generation Z employees. In addition to leadership style, Clan Culture and Adhocracy Culture which collaborative and innovative organizational culture has a significant impact on improving motivation and work retention for Generation Z employees.

## **INTRODUCTION**

The issue of employee motivation and job retention in Indonesia is a major concern for many organizations, especially in the face of the dynamics of the labor market that continues to grow and is increasingly competitive. One of the biggest challenges is how organizations can retain quality employees amid fierce industry competition. Employee motivation and job retention are very important because they both have a direct impact on organizational performance and productivity. Motivated employees tend to be more productive, creative, and committed to organizational goals. Strong motivation serves as a driving force that encourages employees to approach their tasks with a high level of enthusiasm, dedication, and commitment, which ultimately improves their overall performance and contributes to the success of the organization, thus enabling them to achieve their goals effectively, and contribute to the development of the organization to the maximum. Additionally, strong motivation can increase job satisfaction, reduce stress levels, and strengthen the relationship between employees and the organization. Without sufficient motivation, employees may not feel engaged in their work, which can have a detrimental impact on overall performance.

Meanwhile, employee job retention plays an important role in maintaining organizational stability. High turnover rates can cause organizations to suffer large losses, both in terms of recruitment and training costs for new employees, as well as disruptions to smooth operations. Employees who remain in the organization in the long run will increasingly master their duties and responsibilities, which ultimately improves efficiency and quality of work. Therefore, organizations need to focus on improving employee retention by providing appropriate incentives, creating an inclusive work culture, and providing clear career development opportunities. By maintaining employee motivation and job retention, organizations not only improve short-term performance, but also ensure long-term continuity and growth.

Based on a survey conducted by the Towers Watson Global Workforce Study, as many as 70% of organizations in Indonesia consider that the biggest challenge is to retain employees at a productive age (Octaviani, 2015). The high turnover of employees at productive age is caused by one age group of Generation Z employees.

By 2025, Generation Z with productive age born between 1995 and 2002 with an age range of 20-29 years and have graduated from school with a minimum of Diploma or Bachelor's degree with an average of 3-9 years of work experience. However, only a small fraction of them has three years or more of work experience in the same organization, as supported by a Deloitte survey conducted in 2022, showing that around 43% of Generation Z feel that they will change jobs in the first 1-2 years after starting their career. This suggests that many of them do not see the organizations they work for as a career place in the long term (Deloitte Article, 2022).

A 3-year tenure in an organization is often considered an indicator of loyalty in a research context. This is because working for three years in the same organization shows a strong commitment of an employee to the company,

reflecting his loyalty and dedication to the organization's goals and values. With the offer of outside job opportunities that are more tempting, especially for Generation Z, staying for 3 years reflects that the employee feels satisfied and attached to his workplace. And within 3 years, employees may have gone through various challenges and changes in the organization, such as policy shifts, changes in organizational structures, or adaptation to technological changes. Loyalty can be seen in the ability of employees to survive in such a changing situation, in this case the researcher took 3 years as the minimum tenure.

## **LITERATURE REVIEW**

### ***Leadership***

Leadership morphologically derived from the verb to lead and is literally interpreted as leading, directing, or guiding. Of the various theories of the definition of leadership, there is no one theory that best explains the ideal or effective definition of leadership. But every theory has at least contributed to the development of the definition of effective leadership.

The leadership dimension is commonly used to measure how a leader leads his team. From the results of research by Rafferty and Griffin (in Suswatno, 2019) five leadership indicators that have validity between each other are determined as follows:

1. Vision, is an ideal picture of the future based on organizational values
2. Inspirational Communication is a positive and passionate message about the organization, and a statement that builds motivation and confidence
3. Supportive Leadership, is an expression of concern for followers and paying attention to the individual needs of the team
4. Intellectual Stimulation, is an increase in employees' interest and awareness of problems, improving their ability to think about problems in new ways
5. Personal Recognition, is the ability of leaders to give rewards to the team such as praise and recognition for the effort to achieve a certain goal

From some of the dimensions above, it can be concluded that a leader must take into account team work satisfaction which will affect his performance in completing the tasks entrusted to him.

According to Burns (1978), every leader has his or her style or technique for leading the team. According to Burns, an effective leader must be able to change and motivate his followers with a leadership style that suits the situation and needs of the individual or group. This suggests that leaders need to master various techniques or leadership styles in order to lead effectively in various conditions.

### ***Organizational Culture***

According to KBBI (Great Dictionary of Indonesian), an organization is a unit (composition and so on) consisting of parts (people and so on) in the association and so on for a specific purpose. According to John M. Pfiffner & S. Owen Lane (1951) in Hosnawati (2016), organization is a process of combining work in which the working people must perform with the power necessary for its execution, so that the obligations carried out in such a way provide the best channels for the organizer of an efficient, orderly, positive, and coordinated

effort. The definition of Organization according to Max Webber (1977), is a structured framework which contains responsibilities, authority, and division of labor to move specifically.

The organizational characteristics stated by Ferland quoted by Handyaningrat (1985) are as follows:

- a. The existence of a recognizable group of people
- b. The existence of activities that are different but interrelated to each other (interdependent part) which is a business unit or activity
- c. Each member contributes his business or his energy
- d. The existence of authority, coordination and supervision
- e. The existence of an organizational goal

Organizations have a purpose of being established, Weber (1977) emphasizes that the purpose of the organization is to create a rational and efficient structure through bureaucracy. Organizations aim to organize activities and avoid chaos by establishing clear hierarchies and rules, in order to achieve greater efficiency and control. According to Fayol (in P. Siagian, 1981), the goal of the organization is to achieve operational efficiency and manage human resources well.

In order to achieve its goals, organizations need culture. This is because culture is the basis that shapes the way of working, values, and interaction in the organization. Organizational culture refers to the values, norms, beliefs, and behaviors that develop within an organization and influence the way members of the organization interact, work, and make decisions. This culture is formed from various factors, including the history of the organization, leadership, and interactions between individuals in the organization. A strong culture can provide a clear identity and direction for all members of the organization, so that they have a common understanding of the organization's goals and expectations. Conversely, a weak or unclear culture can lead to mismatches between individual and organizational goals, as well as lower team motivation and performance.

Organizational culture also plays an important role in creating a healthy and productive work environment. An inclusive, open, and supportive culture of effective communication can increase collaboration between employees, strengthen mutual trust, and motivate employees to contribute to the fullest. Additionally, a culture that prioritizes innovation and continuous learning can help organizations stay relevant and adaptive to change. Therefore, leaders who are able to form and maintain a positive organizational culture will increase employee satisfaction, accelerate the achievement of business goals, and create an environment that supports long-term growth.

### ***Work Motivation***

According to Abraham Maslow's (1994) theory of needs, individuals are motivated by five levels of need arranged in a hierarchical manner. Maslow stated that human needs are arranged in the form of a hierarchy consisting of five levels, ranging from basic needs to the need for self-actualization. At the first level, individuals must meet physiological needs such as food, water, and shelter. After that, the need for a sense of security, social connections, rewards, and

finally self-actualization will be the motivation that encourages individuals to develop and reach their best potential. This theory illustrates that fulfilling needs at a lower level is a prerequisite for meeting needs at a higher level, so that a person can continue to grow and develop both personally and professionally.

According to Vroom (1964), known as the Expectancy Theory model, states that individuals will be motivated to work hard based on their expectations of the results that will be obtained from the effort made. Vroom identifies two components of work motivation, namely internal and external motivation. Internal motivation is divided into a sense of achievement where humans feel satisfied and proud when they successfully complete work (Expectations). An interest in the work that he is interested in and enjoys the work he does. Humans are also concerned about their development, where they feel that there is an opportunity to continue learning and developing. Humans will also be motivated if there is a challenge to grow and give their best. The desire to freely make work-related decisions is also expressed as a motivation for autonomy at work.

### ***Job Retention***

According to the Great Dictionary of the Indonesian Language (KBBI), retention is storage or detention. If it is associated with work, it can be known that job retention is a company's effort to retain its best employees. The definition of job retention is conveyed by several experts, such as according to Sumarni (2011), employee retention is the ability of a company to retain potential employees that the company has to remain loyal to the company. According to Mathis and Jackson (2006), employee retention is an ability that must be possessed by a company in order to retain employees who have potential in the company to remain loyal to the company. According to Putra and Rahyuda (2016), employee retention is a way used by management to retain competent employees to stay in the company for a certain period of time.

### ***Age Group Generation***

In today's workplace, there is a diversity of generations that work together, ranging from Baby Boomers, Generation X, Generation Y or Millennials, to Generation Z. Each of these generations brings different perspectives, values, and work styles. The background to why there are generational differences in the work group is due to social, technological, economic, and cultural changes that occur over time. Each generation grows and develops in a different context, thus shaping a unique worldview, attitude, and work behavior.

This generational difference creates challenges for organizations in terms of management strategies and communication between employees. For this reason, it is important for organizations to adopt an inclusive approach and understand the needs of each generation. This can include developing training programs that cater to different learning styles, as well as creating a culture that allows for intergenerational collaboration. In this way, companies can maximize the potential of each generation in the workplace, while creating a mutually supportive and beneficial environment for all parties.

**METHODOLOGY**

According to Corper, Donald R., and Schindler, Pamela S. (2003) in Sugiyono (2019), population refers to the entire set of elements on which to make inferences. The population element is the subject being measured, essentially a unit of study. In this context, the population represents the entire set of subjects to be used for generalization or inference, with each subject being a unit of analysis. To determine the population from the Analysis of Leadership Style and Organizational Culture Analysis that Affects Motivation and Job Retention of Generation Z in Jakarta, the researcher determined it from data references sourced from the Central Statistics Agency in August 2024 with the following specifications for labor force data by age group in Indonesia.

Table 1. Labor Force (AK) by Age Group in Indonesia

Usia	Agustus 2024
15-19	4.977.578
20-24	13.781.148
25-29	16.363.382
30-34	16.780.882
35-39	17.038.394
40-44	16.601.113
45-49	15.867.101
50-54	13.878.283
55-59	11.278.175
60+	18.075.948
<b>Total</b>	<b>144.642.004</b>

(Source: Central Statistics Agency, August 2024)

Based on the data above, in 2024 the population of Generation Z with a working age range of 20-29 years who are actively working in Indonesia will be 30,144,530 people. Then, the researcher took data back from the Central Statistics Agency in 2024 by focusing on Generation Z with a working age range of 20-29 years who are actively working in the province of DKI Jakarta as many as 5,106,782 people. Thus, this study took the population of Generation Z with a working age range of 20-29 years who are actively working in DKI Jakarta province is 5,106,782 people.

According to Sugiyono (2019), the research sample is part of the population that was chosen to represent the entire population. In line with that, Arifin (2011) defines a sample as part of the population being studied, or more specifically, a sample can be seen as a "mini-population" that reflects the characteristics of a larger group". The following is the formula for calculating the sample in the group random sample technique with a 95% confidence level.

$$n = \frac{Z^2 \cdot \sigma^2}{E^2}$$

Description:

- $n$  = ukuran sampel
- $Z$  = nilai Z berdasarkan tingkat kepercayaan (biasanya 1,96 untuk 95% tingkat kepercayaan)
- $\sigma$  = estimasi simpangan baku populasi (jika tidak diketahui, Anda bisa menggunakan simpangan baku sampel atau proyeksi perkiraan)
- $E$  = margin of error (misalnya 5% atau 0,05)

The following is the sample calculation:

- Populasi: 5.106.782
- Confidence level: 95% ( $Z$  value = 1.96) Estimated proportion (dpp): 0.5 (because the researcher does not know the exact proportion, the researcher uses a conservative value of 0.5)
- Margin of error (EEE): 5% or 0.05

So that it becomes as follows.

$$n = \frac{(1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2}$$
$$n = \frac{3.8416 \cdot 0.25}{0.0025}$$
$$n = \frac{0.9604}{0.0025}$$
$$n = 384.16$$

So, the sample size for the proportion of the population is 5,106,782 with a margin of error of 5% is 384 people. The way to sample is to distribute a questionnaire through Gform to the target sample. In the study entitled "Analysis of Leadership Style and Organizational Culture That Affects Motivation and Job Retention of Generation Z in Jakarta," the resource person referred to Generation Z private employees who have worked for  $\geq 3$  years or more in a company in Jakarta. This study aims to analyze whether there is a positive influence of leadership style and organizational culture on motivation and job retention in Generation Z employees in Jakarta. As well as what kind of leadership style and organizational culture affect Generation Z's motivation and job retention.

Data collection methods are an important component of obtaining relevant and accurate information regarding the topic being researched. The researcher will collect data using quantitative methods with survey research using questionnaire instruments. The questionnaire was created digitally using Gform and distributed to a sample of Generation Z aged 20-29 years who worked for  $> 3$  years in the same company in the Jakarta area (domicile can be free as long as the company where he works is in the Jakarta area. Sugiyono (2018) stated that survey research is a quantitative method by using questionnaires to collect data on opinions, beliefs, behaviors, and characteristics. Before use, the instrument is tested for validity and reliability. Invalid items are discarded or not used in the

study, so only valid and reliable instruments are used. After the data is collected, the researcher will take the following steps in analyzing the data:

1. Processing data. The researcher checks the completeness of the respondents' fills in the questionnaire, calculates the number of questionnaires according to the target number of respondents or not, then enters the data into Microsoft excel into a categorized table.
2. Coding in research refers to the process of assigning numerical or code scores for each response or choice in a survey or questionnaire. This is done based on pre-determined rules or criteria. The purpose of coding is to measure responses, making it easier to analyze and calculate the value or weight of each item or question.
  - Session 1, questions related to the character of the leadership style that the respondents can choose. Respondents will choose the characteristics of the leadership style that they feel during their more than 3 years of work in the company, which makes them comfortable and satisfied at work so that they are motivated and loyal. Multiple-choice questions and weights on each answer choice provided a value that reflected the level of closeness of the respondents to the characteristics of the leadership style measured. The researcher will place option A to describe the transformational leadership style, option B to describe the transactional leadership style, option C to describe the laissez-faire leadership style, and option D to describe the servant leadership style. The researcher will calculate the total score for each respondent.
  - Session 2, questions related to organizational culture that respondents can choose. The respondent will choose the characteristics of the organizational culture that he feels during his work for more than 3 years in the company, which makes him comfortable and satisfied at work so that he is motivated and loyal. Multiple-choice questions and weights on each answer option provide a value that reflects the level of proximity of the respondents to the cultural characteristics of the organization being measured. The researcher will place option A to describe the Clan Culture, option B to describe the Adhocracy Culture, option C to describe the Market Culture, and option D to describe the Hierarchical Culture.
  - Session 3, questions related to work motivation can be filled with a likert scale of 1-5 to assess the extent to which these factors affect employee work motivation.
  - Session 4, questions related to job retention that can be filled with a likert scale of 1-5 to assess the extent to which these factors affect employee job retention.

For sessions 3-4, the weight on each answer choice reflects the degree of conformity of the answer to the measured conditions. For questions on the Likert scale (scale 1-5), weight is often given as a numerical value based on the degree of responsiveness of the answer to the perceived organizational culture. Here's a scale of 1 to 5:

- Strongly disagree: Weight = 1
- Disagree: Weight = 2

- Neutral: Weight = 3
  - Agree: Weight = 4
  - Strongly Agree: Weight = 5
3. Tabulating, carried out to calculate scoring results and outlined in a complete recapitulation table.
  4. Data analysis, after weighting the answers and calculating the total score for each respondent, the researcher conducts data analysis using relevant techniques, such as path analysis to see the relationship between leadership style and organizational culture on motivation and job retention

## RESEARCH RESULT AND DISCUSSION

### *Results of the Feasibility and Validity Test of Research Instruments*

Cronbach's Alpha ( $\alpha$ ) is a widely used statistic to assess the reliability or internal consistency of a research instrument, especially when it involves multiple items that measure the same basic concept or construct. To measure the reliability, we need to measure the variance first, using the following formula.

$$\sigma^2 = \frac{\sum(x_i - \mu)^2}{N}$$

Information:

= varians

$x_i$  = Individual Score

$\mu$  = The mean of all scores

= Number of respondents

It is known that the total score of the research instrument is spread with the following data.

Table 2. Total Score of 30 Instrument Test Respondents

Total Score	Number of Respondents
78	2
79	4
80	7
81	3
82	3
83	3
87	2
90	1
95	3
99	1
104	1
<b>Total</b>	<b>30</b>

Mean value obtained:

$$\mu = \frac{2522}{30} = \boxed{84.07}$$

Thus, from the formula and information above, the following calculation is obtained.

Table 3. Calculation

Skor (x)	f	x-84.07	(x-μ) <sup>2</sup>	f(x-μ) <sup>2</sup>
78	2	-6,07	36,84	73,68
79	4	-5,07	25,7	102,8
80	7	-4,07	16,57	116
81	3	-3,07	9,42	28,26
82	3	-2,07	4,28	12,84
83	3	-1,07	1,14	3,42
87	2	2,93	8,57	17,14
90	1	5,93	35,16	35,16
95	3	10,93	119,45	358,35
99	1	14,93	222,94	222,94
104	1	19,93	397,22	397,22
<b>TOTAL</b>	<b>30</b>	<b>33,23</b>	<b>877,29</b>	<b>1367,81</b>

And the value of the variance is obtained = 45.59. After obtaining the variance value, it is continued to measure reliability using the following formula:

$$C\alpha = \left( \frac{k}{k-1} \right) \left( 1 - \frac{\sum \sigma b^2}{\sigma t^2} \right)$$

Description:

- $C\alpha$  = Instrument Reliability
- $K$  = the number of questions or questions
- $\sum \sigma^2$  = average number of scores per question
- $\sigma^2$  = varians total

It is known that the average score per question is mean / number of respondents = 2.80. Thus, using the formula and information above, reliability = 0.9768 was obtained. Where the level of reliability based on the alpha value is as follows.

Table 4. Reliability level based on Alpha value

Alpha	Tingkat Reabilitas
0,00 - 0,20	Kurang realibel
0,20 - 0,40	Agak realibel
0,40 - 0,60	Cukup realibel
0,60 - 0,80	Realibel
0,80 - 1,00	Sangat realibel

(Source: Sugiyono, 2019)

With a reliability value of 0.9768 means that the test is very reliable based on the level of Reliability based on the Alpha value. Meanwhile, to measure the validation of the research instrument Analysis of Leadership Style and Organizational Culture that Affects the Motivation and Work Retention of Private Employees Generation Z Who Work  $\geq 3$  Years in the Same Company in Jakarta, the researcher used the following Pearson Product Moment validation formula.

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

Description:

$r$	= Item validity score
$N$	= Number of respondents
$X$	= Item score (score for 1 question)
$Y$	= Total score (sum of all scores for each respondent)
$\sum XY$	= The sum of the products of the item scores and the total scores
$\sum X$	= Total item score
$\sum Y$	= Total score total
$\sum X^2$	= Sum of item scores squared
$\sum Y^2$	= Total score squared

By referring to the following level of validity.

Table 5. Validity Level

Value r	Interpretasi
$r < 0.30$	Invalid
$0.30 \leq r < 0.50$	Enough
$0.50 \leq r < 0.70$	Good
$r \geq 0.70$	Excellent

(Source: Sugiyono, 2019)

From the formula above, the validity value is  $r_{table} = 0.721$ . Therefore, the statement items in this research instrument are considered very good and valid.

### Leadership Style Analysis

The leadership style questionnaire was distributed to the respondents to find out what leadership style affected the motivation and job retention of the respondents  $\geq 3$  years of working in the same company in Jakarta. The following is conveyed the respondents' choice of answers in the question item as follows.

- Option 1 = Transformational Leadership Style
- Option 2 = Transactional Leadership Style
- Option 3 = Laissez Leadership Style - Fraize
- Option 4 = Servant Leadership Style

The results of the questionnaire answers were obtained as follows.

Table 6. Leadership Style Questionnaire Results

Options	Leadership Style	Score	%
1	Transformational Style	4192	95%
2	Transactional Style	0	0%
3	<i>Gaya Laisse - Fraize</i>	0	0%
4	<i>Gaya Servant</i>	238	5%
	<b>GRAND TOTAL</b>	<b>4430</b>	<b>100%</b>

Based on the results of the questionnaire answers above, it indicates that their perception of the characteristics of the Transformational Leadership Style is very strong and aligned. This consistency shows that respondents not only understand the statements in the instrument, but also experience firsthand situations relevant to that leadership style in their work environment. This is proof that the transformational leadership style, which emphasizes vision, inspiration, individual support, and intellectual stimulation, has been implemented in real life by the leadership in the company.

#### **Organizational Culture Analysis**

An organizational culture questionnaire was distributed to respondents to find out what organizational culture affects the motivation and job retention of respondents  $\geq 3$  years of working in the same company in Jakarta. The results of the organizational culture questionnaire and the following were submitted the respondents' choice of answers in the question item as follows.

- Pilihan 1 = Clan Culture
- Pilihan 2 = Adhocracy Culture
- Pilihan 3 = Market Culture
- Pilihan 4 = Hierarchy Culture

The results of the questionnaire answers were obtained as follows.

Table 7. Results of the Organizational Culture Questionnaire

Options	Organizational Culture	Score	%
1	Clan Culture	1446	65%
2	Adhocracy Culture	769	35%
3	Market Culture	0	0%
4	Hierarchy Culture	0	0%
	<b>GRAND TOTAL</b>	<b>2215</b>	<b>100%</b>

Based on the results of the questionnaire answers above, Clan culture received 65% of the answers from the respondents and Adhocracy Culture received 35% of the answers from the respondents. Both of them have an influence on the reason why Generation Z lasts for  $>3$  years in 1 company. This shows that the majority of Generation Z respondents feel more comfortable and

motivated in a work environment that adheres to Clan Culture and Adhocracy Culture.

**Work Motivation Analysis**

A work motivation questionnaire was distributed to respondents to find out what work motivation made respondents stay working for  $\geq 3$  years at the same company in Jakarta. The following is conveyed the respondents' choice of answers in the question item as follows.

- Option 5 = Strongly Agree
- Option 4 = Agree
- Option 3 = Hesitation
- Option 2 = Disagree
- Option 1 = strongly disagree

The results of the questionnaire answers can be concluded as follows.

Table 8. Work Motivation Questionnaire Results

Total Score Range	Types of Options	Score	%
50 - 41	Strongly agree	433	98%
40 - 31	Setuju	10	2%
30 - 21	Nervous	0	0%
20 - 11	Disagree	0	0%
10 - 0	Strongly Disagree	0	0%
	<b>GRAND TOTAL</b>	<b>443</b>	<b>100%</b>

Based on these data, it can be concluded that the level of employee work motivation is very high, especially in relation to the desire to stay in the company for a long time. The percentage of respondents who voted "strongly agree" showed that most of them felt a strong urge to work well and contribute to the fullest. Factors such as a supportive work environment, career development opportunities, and rewards for performance are likely to be the main drivers that reinforce that motivation.

**Job Retention Analysis**

Job retention questionnaires were distributed to respondents to find out what made respondents stay employed for  $\geq 3$  years at the same company in Jakarta. The following is conveyed the respondents' choice of answers in the question item as follows.

- Option 5 = Strongly Agree
- Option 4 = Agree
- Option 3 = Hesitation
- Option 2 = Disagree
- Option 1 = strongly disagree

The results of the questionnaire answers can be concluded as follows.

Table 9. Job Retention Questionnaire Results

Total Score Range	Types of Options	Score	%
25 - 19	Strongly agree	443	100%
20 - 16	agree	0	0%
15 - 11	Nervous	0	0%
10 - 6	Disagree	0	0%
5 - 0	Strongly Disagree	0	0%
	<b>GRAND TOTAL</b>	<b>443</b>	<b>100%</b>

Based on the table above, 100% of respondents have long job retention, this is in line with the respondents selected by the researcher are indeed 100% Generation Z who have > 3 years of service in one company. The results of this study on job retention also answered that there is a relationship between work motivation and job retention. High work motivation will make employees feel at home working in one company, which means that job retention will also increase.

#### *Analysis of Leadership Style and Organizational Culture Affecting Generation Z Motivation and Job Retention in Jakarta*

From the results of the study, the leadership style that affects the motivation and job retention of respondents is the transformational leadership style. This leadership style is characterized by the leader's ability to provide inspiration, a clear vision, and attention to the individual development of employees. In the context of Generation Z, leaders who are able to be role models, provide visionary direction, and open spaces for active dialogue have proven to be able to increase work morale and a sense of belonging to the company. This is in line with the characteristics of Generation Z who value leaders who are inclusive, open to input, and able to build meaningful relationships.

Transformational leaders also encourage innovation and creativity, which is especially relevant for Generation Z who tend to be dynamic, adaptive, and love new challenges. By providing space for young employees to contribute to decision-making as well as appreciate their initiatives, work motivation increases significantly. Respondents in this study felt more motivated when they were given trust, challenges that matched their capacity, and support to develop professionally. Leadership that not only directs, but also inspires and empowers, is an important key in building emotional attachment between employees and the organization.

In addition to leadership style, organizational culture also plays an important role in influencing the motivation and job retention of Generation Z. The clan culture, which emphasizes the values of kinship, collaboration, and attention to employee well-being, creates a comfortable and supportive work environment. Generation Z responds positively to a work environment that encourages open communication, psychological security, and harmonious relationships between coworkers. This forms a strong social and emotional bond between employees and the organization, which contributes to high job retention.

Meanwhile, the culture of adhocracy, which emphasizes flexibility, innovation, and orientation to growth, is also highly relevant to the preferences of Generation Z. This culture allows employees to experiment, present new ideas, and feel appreciated for their contribution to the company's development. A dynamic and non-rigid work environment makes employees feel challenged yet supported, which encourages intrinsic motivation to perform high. The combination of transformational leadership and organizational culture that supports these initiatives and collaborations creates a positive synergy that directly affects the increase in job retention among Generation Z in Jakarta.

As for the correlation between leadership style and organizational culture, a correlation test was conducted that looked at several important aspects to find out the extent to which the relationship between the two variables affected motivation and job retention. This correlation test aimed to identify the strength and direction of the relationship between transformational leadership styles and the type of organizational culture applied, especially clan culture and adhocracy, in the context of the organizations in which Generation Z works.

In this correlation analysis, statistical methods such as Path Analysis are used to find out if there is a significant relationship between transformational leadership style and organizational culture. The results of the correlation test showed that there was a strong positive relationship between transformational leadership styles and clan culture and adhocracy. This means that the higher the application of transformational leadership styles, the stronger the collaborative and innovative organizational culture formed in the work environment.

This answers that hypothesis 1 (H1), hypothesis 2 (H2), hypothesis 3 (H3) and hypothesis 4 (H4) are true. H1 stated that the leadership style has a positive influence on increasing work motivation and job retention of employees with Generation Z who have worked >3 years in the same company in Jakarta. The right leadership style can encourage innovation and positive change, which is believed to increase employee work motivation. H2 states that the Transformational Leadership Style has a positive influence and can increase the motivation and job retention of employees with Generation Z who have worked >3 years in the same company in Jakarta. H3 stated that organizational culture has a positive influence on increasing work motivation and job retention of employees with Generation Z who have worked >3 years in the same company in Jakarta. And H4 stated that the Clan Culture and Adhocracy Culture are both significantly balanced and are felt to motivate Generation Z so as to have a positive influence on the retention of Generation Z employees who have worked  $\geq 3$  years in the same organization in Jakarta.

Furthermore, this correlation also indicates that the organization's leadership style and culture do not stand alone, but rather support and reinforce each other in creating a motivating work environment. Leaders who adopt a transformational style tend to form a work culture that is open, adaptive, and supportive of employees. This kind of culture then strengthens the employee's sense of involvement and increases their likelihood of staying with the company for a long time.

Thus, this correlation test provides an understanding that the synergy between leadership style and organizational culture plays an important role in creating a conducive work environment for increased motivation and job retention, especially for generation Z in Jakarta. These findings can be a strategic basis for companies in developing leadership development programs and work culture that are in accordance with the characteristics of the younger generation.

## **CONCLUSIONS AND RECOMMENDATIONS**

The results of the study show that leadership style has a positive influence on the motivation and job retention of generation Z employees in Jakarta to work > 3 years in the same company, this is in line with the objectives of the first study. The results of the study also answer the second research objective, which is to show that it is the transformational leadership style that has a significant positive influence on the work motivation of Generation Z employees. In addition to motivation, transformational leadership also contributes positively to job retention. Generation Z tends to be more loyal to leaders who provide support, rewards, and opportunities to grow, compared to simply being loyal to the company. Therefore, this leadership approach is very relevant in creating loyalty and reducing turnover.

The high commitment of employees to work for more than three years also reflects loyalty to the company. This is a positive indicator for workforce stability, which of course has an impact on operational efficiency and the achievement of the company's long-term targets. This loyalty not only benefits the company, but also shows that employees see promising prospects in their careers in the workplace today.

Furthermore, these results can be the basis for management in designing employee retention strategies. By understanding that motivation and desire to survive in the long term are already high, companies can focus on maintaining and improving those supporting factors. For example, by strengthening training programs, clarifying career paths, and creating an inclusive and appreciative work culture.

## **ADVANCED RESEARCH**

Building on these findings, future research could adopt an advanced, multi-method approach to deepen the understanding of how transformational leadership sustains motivation and retention among Generation Z employees. Specifically, longitudinal studies could be conducted to examine causal relationships over time, integrating both quantitative and qualitative data to capture dynamic behavioral changes in employee loyalty. Researchers may also consider exploring mediating variables such as organizational commitment, job satisfaction, and psychological empowerment, as well as moderating factors like digital leadership competence or organizational culture adaptability. Cross-industry and cross-country comparative studies would further enrich the theoretical model by revealing contextual differences in how leadership behaviors translate into long-term retention across generational and cultural settings. Ultimately, such future investigations could extend the theoretical

boundaries of transformational leadership within the framework of human capital sustainability and strategic talent management in the digital era.

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