

The Influence of Job Demand on the Performance of Generation Z Employees at PT XYZ Indonesia

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Abstract: *In the competitive manufacturing industry, companies must manage human resources optimally to achieve performance targets. This study aims to analyze the effect of job demand on the performance of Generation Z employees. The study population was 210 employees, with a sample size of 140 people determined using the Slovin formula with a 5% error rate. The study employed a quantitative approach using a questionnaire. The collected data were analyzed with SPSS version 25, incorporating validity and reliability tests, descriptive analysis, and simple linear regression. The results showed that job demand had a significant effect on performance. The coefficient of determination (r^2) value of 0.183 indicates that 18.3% of performance variation is influenced by job demand. In comparison, the remaining 81.7% is influenced by other factors such as job resources, leadership, and work motivation. Thus, the greater the work demands perceived by employees, the greater their drive to show optimal performance, as long as the workload remains within reasonable limits. This finding should be considered by companies when designing an optimal workload, which can encourage performance without sacrificing the psychological or physical well-being of Generation Z employees.*

Introduction

The growth of the manufacturing sector in the global economy requires businesses to continuously adapt to maintain competitive performance. Human resource management is a key element because people are the most important factor in an organization, having a long-term impact on operational success (Pauji & Nurhasanah, 2022). However, the changing work landscape also presents new challenges, particularly increased work stress, known as job demand. Pressures such as high production targets, tight deadlines, and intense work can hamper productivity if not managed properly. This situation is further complicated by the fact that the majority of the workforce now comes from Generation Z, who, despite their technological prowess, are more sensitive to pressure and demand a balance between work and personal life (Dominica & Wijono, 2022; Junianingrum & Abdullah, 2024).

Conceptually, the Job Demands-Resources (JD-R) model classifies working conditions into two interacting categories: job demands and job resources. Based on this theory, this study examines the direct influence of job demands on the performance of Generation Z employees. Job resources are discussed as a supporting context within the JD-R model framework. An imbalance between high demands and minimal resources risks causing burnout. Job demands themselves can be categorized as quantitative, such as large work volumes and pressing deadlines, and qualitative, related to role conflict and social pressure

(Bunjak et al., 2023). If employees face both without adequate support, work stress can increase and impact mental health and productivity.

A situational analysis shows that at PT XYZ Indonesia, the number of Generation Z employees increased from 50% in 2022 to 60% in 2024, with the majority in the production department. They face increasing production targets every year, resulting in significant work pressure. This generation has distinct work preferences, such as flexible working hours, two-way communication, and rapid feedback (Zahrah & Yuliana, 2025). However, the characteristics of Generation Z, which prioritize flexibility and work-life balance, require companies to manage job demands and provide adequate job resources. Therefore, this study integrates both aspects to provide a more comprehensive understanding of Generation Z performance management in the manufacturing environment.

Previous studies have emphasized the importance of balancing work demands with available resources. Naidoo-Chetty & Plessi (2021) emphasize that job demands also encompass social and emotional aspects, such as supervisor expectations and team interactions, which, if excessive, can be detrimental to mental health. Local research by Khasanah et al. (2024) and Saputra & Rahmat (2024) shows that a transparent performance appraisal system and an inclusive work culture can boost employee motivation and loyalty, especially among Generation Z. Meanwhile, an international study of Syafitri et al. (2024) underscores the need for risk-based training to increase the resilience of younger generations in dealing with stress. Therefore, recent research emphasizes that successful job demand management involves not only setting work targets but also providing organizational support, adaptive leadership, and an HR system that aligns with the characteristics of Generation Z.

Method

This study uses a quantitative approach. Job demand is the independent variable, while employee performance is the dependent variable. Job resources are not tested as independent or moderating variables in this statistical analysis, but are measured to provide a contextual overview of the work environment. Measurement of all three variables was carried out using a questionnaire with a Likert scale of 1-5 that has been tested for validity and reliability. Using a Likert scale, the variables to be measured are described in variable indicators (Pratiwi & Waty, 2024). Job demand is measured through five indicators, including quantitative workload, time pressure, mental demands, physical demands, and task complexity. Employee performance is measured through indicators of work quality, work quantity, punctuality, responsibility, and initiative. Meanwhile, job resources are measured through supervisor support, performance feedback, development opportunities, job autonomy, and coworker support. Data analysis was conducted using Simple Linear Regression Analysis to test the effect of the independent variable (job demand) on the dependent variable (employee performance).

The study population consisted of 210 people, consisting of all Generation Z employees (born between the 1990s and early 2010s) at PT XYZ Indonesia. A sample of 140 respondents was determined using the Slovin formula with a 5% margin of error. The sampling technique used was purposive sampling, considering that not all employees are included in Generation Z, which is the focus of the study. All respondents came from the Production division, so classification based on work unit was not necessary. The characteristics of Generation Z as digital natives, who prioritize work flexibility and work-life

balance, are important considerations in this study. They are more vulnerable to workload pressure in a manufacturing environment that demands high productivity. Respondent profiles were compiled based on demographic characteristics, including gender, age, education, and length of service.

Result and Discussion

Entity Profile

This research was conducted at PT XYZ Indonesia, a precision automotive component manufacturing company established on June 7, 2010, in the Karawang industrial area, West Java. Implementing a distinctive Japanese management system emphasizing efficiency and precision, the company operates a two-shift work pattern (morning and night), particularly on the production line, which serves as the central hub of activity. By 2024, the number of employees will reach 350, with 60% (210) being Generation Z members aged 18–27. The majority of these employees are placed in production departments with high workloads and tight targets. The company's organizational structure is a clear hierarchy, starting with the Factory Director, who oversees key functions such as the HR/GA Manager, AST Manager, and Marketing Advisor. They then coordinate supervisors, group leaders, and staff across various divisions, including production, quality control, maintenance, warehouse, and administration.

In data analysis, this study focused on the characteristics of respondents, all of whom came from the production division and were Generation Z, aged 18–27. Therefore, classification by division was unnecessary. Respondents were presented based on four main aspects: gender, age, educational background, and length of service, obtained through data processing from the collected questionnaires. Detailed respondent characteristics can be seen in Table 2.

Table 1. Respondents by Gender

Gender	Number (People)	Percentage (%)
Male	87	62%
Female	53	38%
Total	140	100%

Source: field data (processed), 2025

The distribution results in Table 1 show that the largest group of respondents was men, with a response percentage of 62%. Meanwhile, 53 people, or 38% of the total respondents, were women. This composition indicates that the company's work environment is predominantly male, particularly in industrial sectors that require physical activity and operational work.

Classical Assumption Test

The normality test is conducted to ensure that the residual values in the regression model are normally distributed, as a normal residual distribution is crucial for accurate and statistically significant model estimation results. In this study, the normality test was conducted using the Kolmogorov-Smirnov (K-S) method with the help of SPSS. The decision-making criteria are: if the Asymp. Sig. (2-tailed) If the value is greater than 0.05, the data are considered normally distributed. If the Asymp. Sig. (2-tailed) If the value is less than or equal to 0.05, the data are considered non-normally distributed. Table 3 presents the results of the

Kolmogorov-Smirnov normality test calculated using SPSS.

Table 2. Results of the Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		140
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.30706793
Most Extreme Differences	Absolute	.057
	Positive	.048
	Negative	-.057
Kolmogorov-Smirnov Z		.669
Asymp. Sig. (2-tailed)		.762

a. Test distribution is Normal.

b. Calculated from data.

Table 2 shows that the data in this study are normally distributed because the significance value of 0.762 is greater than 0.05. Furthermore, the heteroscedasticity test in this study was conducted using the scatterplot method, specifically mapping the predicted value (ZPRED) against the residual value (SRESID) to identify any patterns in the residual distribution that indicate symptoms of heteroscedasticity. The guidelines used to state the absence of heteroscedasticity are: (a) data points spread above and below or around the number 0 (zero); (b) points do not gather only above or below; (c) the distribution of points does not form a wavy pattern that widens then narrows and widens again; and (d) the distribution of points does not show a specific pattern.

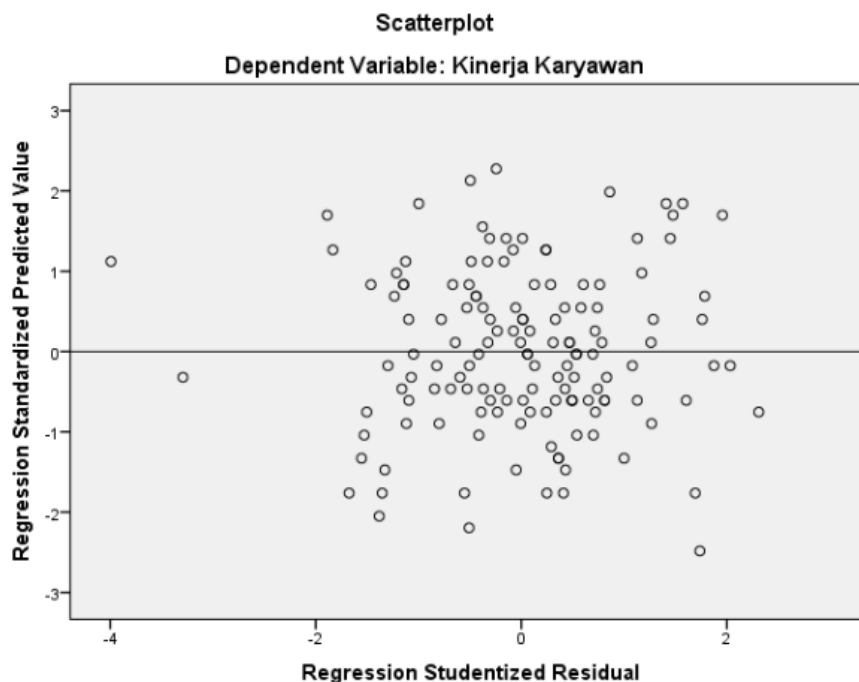


Figure 1. Scatterplot Graph

A scatterplot graph shows that the points are randomly distributed above or below the horizontal line, without forming any specific pattern such as an open fan, curve, or line.

This random distribution pattern reflects the uniformity of the residual variance across the range of predicted values.

Quantitative Analysis

The quantitative analysis in this study aims to determine the significant influence of the independent variable (Job Demand) on the dependent variable (Employee Performance) at PT XYZ Indonesia. To this end, a simple linear regression test was used to measure the extent to which Job Demand influences Employee Performance. The analysis was conducted using SPSS software, and the results are presented below.

Table 3. Results of Simple Linear Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	40.596	5.616		7.228	.000
Job Demand	.431	.077	.428	5.566	.000

a. Dependent Variable: Kinerja Karyawan

Based on these calculations, the resulting regression equation model is $Y = 40.596 + 0.431X$. The following is the explanation:

Y = Employee Performance

X = Job Demand

a = 40.596 (constant)

b = 0.431 (regression coefficient)

The constant value (a) of 40.596 indicates that if the job demand variable is zero, then the employee performance value is estimated at 40.596. This value serves as a basic reference for performance levels without the influence of workload. The regression coefficient value (b) of 0.431 indicates that every one-unit increase in job demand will have an impact on increasing employee performance by 0.431 points, assuming there are no changes in other factors. This indicates a positive relationship between job demand and performance. The results of the analysis show that the significance value (Sig.) of 0.000 is smaller than the significance limit of 0.05. This indicates that the relationship between job demand and employee performance is statistically significant. In addition, the calculated t value of 5.566, which is greater than the t table of 1.977, further confirms that the relationship between the two variables is not a coincidence but is statistically significant.

Correlation Coefficient Significance Test (T-Test)

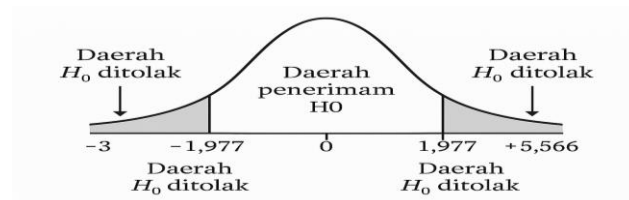
Partial testing was conducted to determine whether the independent variable, Job Demand, has a significant influence on the dependent variable, Employee Performance, individually. This test uses simple linear regression analysis techniques and aims to verify the validity of the previously formulated hypothesis. The criteria for testing the hypothesis in this study are: a. If the calculated t-value is less than the table t-value, then H_0 is accepted, and H_1 is rejected. b. If the calculated t-value is greater than the table t-value, then H_0 is rejected, and H_1 is accepted.

Table 4. Results of the Correlation Coefficient Significance Test (t-Test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	40.596	5.616		7.228	.000
Job Demand	.431	.077	.428	5.566	.000

a. Dependent Variable: Kinerja Karyawan

In this study, the number of respondents was 140 people, with degrees of freedom (df) = $n - 2 = 138$. At a significance level of 5% ($\alpha = 0.05$), the t-table value was 1.977. The regression output results showed a calculated t-value of 5.566 with a significance of 0.000. This value is the basis for determining whether the null hypothesis (H_0) is accepted or rejected. This can be understood through a two-tailed standard distribution curve, where the H_0 acceptance area is in the middle of the curve, while the rejection area is on both outer sides.

**Figure 2.** Two-tailed Hypothesis Test Curve

The limits of the acceptance and rejection regions of the hypothesis are determined by the t-table value of ± 1.977 . If the calculated t is between -1.977 and +1.977, then H_0 is accepted, whereas if it is outside the range, then H_0 is rejected. In this study, the calculated t value of 5.566 is far above the t table limit, so it enters the rejection region of H_0 and shows statistically significant results. Thus, because the calculated t (5.566) exceeds the t table (1.977) and the significance value is $0.000 < 0.05$, it can be concluded that Job Demand partially has a significant effect on Employee Performance.

Correlation Test (To determine the relationship between variable X and variable Y)

Correlation testing is conducted to assess the level of relationship between the two variables studied: Job Demand as the independent variable and Employee Performance as the dependent variable. This study used the Pearson Product-Moment correlation technique because the data have an interval scale and meet the requirements for a normal distribution.

Table 5. Correlation Test Results

Correlations			
		Job Demand	Kinerja Karyawan
Job Demand	Pearson Correlation	1	.428**
	Sig. (2-tailed)		.000
	N	140	140
Kinerja Karyawan	Pearson Correlation	.428**	1
	Sig. (2-tailed)	.000	
	N	140	140

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the analysis results, a correlation coefficient of 0.428 was obtained, indicating a positive, moderate relationship between job demand and employee performance. This means that increasing job demand tends to be followed by an increase in employee performance. A significance value of 0.000, which is less than 0.05, confirms that the relationship is statistically significant, not due to chance, and has a proven scientific basis. Thus, there is a positive, significant, and moderate relationship between job demand and the performance of Generation Z employees, where an increase in workload within reasonable limits actually encourages improved performance.

Coefficient of Determination (r^2) Test

The coefficient of determination analysis aims to determine the extent to which independent variables contribute to explaining changes in the dependent variable. In this study, the R^2 value was obtained from the Model Summary table of the simple linear regression results between Job Demand (X) and Employee Performance (Y). The coefficient of determination ranges from 0 to 1, with values closer to 1 indicating a greater influence of the independent variable on the dependent variable. In comparison, values closer to 0 indicate a lower influence.

Table 6. Results of the Determination Coefficient (r^2) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.428 ^a	.183	.177	6.330

a. Predictors: (Constant), Job Demand

Based on the results of data processing with SPSS, an R Square value of 0.183 was obtained, indicating that the job demand variable can explain 18.3% of the variation in the performance of Generation Z employees. In comparison, the remaining 81.7% is influenced by other factors outside this study, such as leadership style, work motivation, organizational support, and individual psychological conditions. This low determination value is standard in social research because human behavior is usually influenced by many aspects at once. Nevertheless, these results confirm that job demand significantly influences performance, particularly in the younger generation, who are relatively more sensitive to work pressure in the industrial environment.

Discussion

Variable X (Job Demand)

The descriptive analysis of variable X (Job Demand) indicates that Generation Z employees perceive their workload as high, with an average score of 72.22. Most respondents felt they faced a heavy and challenging workload, particularly in the mental and physical dimensions. Statements such as "I must maintain high levels of concentration during work hours" and "I must engage in strenuous physical activity in my job" received the highest scores, indicating that concentration and physical exertion are dominant factors in work pressure. The standard deviation of 6.936 and variance of 48.102 indicate a moderate distribution of the data, indicating that although work pressure is generally high, individual perceptions vary depending on each employee's capacity, role, and adaptability.

The Influence of Job Demand on Employee Performance

Based on the results of a simple linear regression analysis, job demand was shown to have a significant and positive influence on the performance of Generation Z employees. The regression coefficient of 0.431 indicates that a 0.431-point increase in performance follows every one-unit increase in job demand. This is supported by a significance value of 0.000 (<0.05) and a calculated t-value of 5.566, which is greater than the t-table of 1.977, thus declaring the relationship statistically significant. The Pearson correlation test also showed an r-value of 0.428, categorizing the relationship as moderate and positive. This indicates that work pressure within reasonable limits can drive performance improvement if managed effectively by employees. The coefficient of determination (R^2) of 0.183 indicates that 18.3% of performance variation is influenced by job demand.

In comparison, the remaining 81.7% is influenced by other factors such as leadership, motivation, work environment, and psychological well-being. Therefore, companies need to maintain a balance between job demands and employee capacity, while encouraging empowerment through initiative and independent decision-making. This approach will enable Generation Z to work more independently, creatively, and responsibly towards achieving organizational goals.

Conclusion

The results of the descriptive analysis indicate that job demand for Generation Z employees is in the high category, with an average of 72.22, reflecting a dense workload, tight deadlines, and significant physical and mental demands. Meanwhile, employee performance is classified as high, with an average of 71.71. This indicates that despite facing work pressure, they maintain the quality and quantity of work, are disciplined in time, are responsible, work together in teams, and show initiative. Simple linear regression analysis produces the equation $Y = 40.596 + 0.431X$ with a positive regression coefficient of 0.431 and a Beta (β) of 0.428. The significance test shows that the calculated t of 5.566 is greater than the t table of 1.977 at $df = 138$, with a significance value of 0.000 (<0.05), so that H_1 is accepted and H_0 is rejected. Based on the results of the simple linear regression analysis, it is concluded that job demand has a significant and positive effect on the performance of Generation Z employees. This means that performance can be improved not only through work challenges (job demand) but also by providing adequate supporting resources (job resources). The coefficient of determination (R^2) of 0.183 indicates that 18.3% of performance variation is influenced by job demand, while other factors outside the study influence the remaining 81.7%. The classical assumption test also shows that the residuals are normally distributed ($Sig. = 0.762 > 0.05$) and there is no heteroscedasticity. This finding confirms that well-managed work demands can improve performance, but if they exceed employee capacity and are not supported by adequate resources, performance has the potential to decline.

A limitation of this study is that job resources were not included as an independent variable in the statistical model due to [state the reasons, e.g., research focus, data limitations, etc.]. For further research, it is recommended to include job resources in a more comprehensive analysis model, such as multiple regression or moderation analysis, to obtain a more complete picture of the JD-R model.

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