

An Impact Analysis of Work Experience, Job Satisfaction, And Engagement on the Performance of Gen Z Civil Servants: a Quantitative Study at The Surabaya Education Department

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Abstract: As digitalization accelerates, Generation Z is increasingly dominating the workforce, including the State Civil Apparatus (ASN) sector. Their unique characteristics present distinct challenges in fostering a positive work experience. This study aims to analyze the influence of employee experience, job satisfaction, and employee engagement on the performance of Gen Z civil servants at the Surabaya Education Department. Using a quantitative approach and survey method, data were collected from 233 respondents and analyzed via Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that employee experience, job satisfaction, and employee engagement all exert a significant positive impact on employee performance. Theoretically, this research enriches the literature on public sector human resource management by validating the interplay of organizational behavior variables within the youngest civil servant demographic. Practically, the findings provide a strategic framework for government institutions to optimize public service delivery by prioritizing engagement-driven work cultures tailored to the specific expectations of Generation Z.

Keywords: *Employee Experience, Job Satisfaction, Employee Engagement, Employee Performance, Generation Z, State Civil Apparatus (ASN)*

Abstrak: *Seiring percepatan digitalisasi, Generasi Z semakin mendominasi angkatan kerja, termasuk sektor Aparatur Sipil Negara (ASN). Karakteristik unik mereka menghadirkan tantangan tersendiri dalam membina pengalaman kerja yang positif. Studi ini bertujuan untuk menganalisis pengaruh pengalaman karyawan, kepuasan kerja, dan keterlibatan karyawan terhadap kinerja pegawai negeri sipil Generasi Z di Dinas Pendidikan Surabaya. Dengan menggunakan pendekatan kuantitatif dan metode survei, data dikumpulkan dari 233 responden dan dianalisis melalui Structural Equation Modeling–Partial Least Squares (SEM-PLS). Hasil penelitian menunjukkan bahwa pengalaman karyawan, kepuasan kerja, dan keterlibatan karyawan semuanya memberikan dampak positif yang signifikan terhadap kinerja karyawan. Secara teoritis, penelitian ini memperkaya literatur tentang manajemen sumber daya manusia sektor publik dengan memvalidasi interaksi variabel perilaku organisasi dalam demografi pegawai negeri sipil termuda. Secara praktis, temuan ini memberikan kerangka strategis bagi lembaga pemerintah untuk mengoptimalkan penyampaian layanan publik dengan memprioritaskan budaya kerja yang berorientasi pada keterlibatan yang disesuaikan dengan harapan khusus Generasi Z.*

Kata Kunci: *Pengalaman Kerja, Kepuasan Kerja, Keterikatan Karyawan, Kinerja Karyawan, Generasi Z, Aparatur Sipil Negara (ASN)*

INTRODUCTION

In the era of rapid digitalization and globalization, companies face challenges in managing Generation Z, who now dominate the job market with new expectations for an improved employee experience. According to BPS (2021), Generation Z accounts for 27.94% of Indonesia's population and is projected to constitute 77% of the workforce by 2025. However, many of them experience difficulties in obtaining or retaining employment. This is due to changes in job preferences, a low level of interest in the State Civil Apparatus (ASN) profession, and limited opportunities for innovation. This phenomenon is also evident in the ASN Education Office in Surabaya, where low levels of employee engagement and job satisfaction lead many Generation Z employees to resign, which can ultimately affect the quality of educational services.

Employee experience, job satisfaction, and employee engagement have a substantial impact on employee performance. A conducive work environment and a supportive management system play a crucial role in increasing employee satisfaction and engagement within the organization. Research shows that employees who are dissatisfied with their jobs tend to have low performance and are inclined to seek opportunities elsewhere. Additionally, salaries that are not aligned with job descriptions also negatively affect job satisfaction. Therefore, organizations must build a work culture based on trust, fairness, and collaboration, so that Generation Z feels appreciated and can contribute optimally—thereby enhancing efficiency and productivity in the long term.

This study poses a number of key concerns in light of the previously listed

problems, including whether or not employee experience significantly improves performance in the workplace for Generation Z ASN employees at the Education Office in Surabaya. Does the work environment of Generation Z ASN employees at the Education Office in Surabaya significantly improve employee performance in relation to job satisfaction? Does the atmosphere of Generation Z ASN employees at the Education Office in Surabaya significantly improve employee performance as a result of employee engagement?

The purpose of this study is to investigate the effects of job satisfaction, employee engagement, and employee experience on the performance of Generation Z ASN workers working at the Surabaya Education Office. Specifically, this study explores the extent to which employee experience, job satisfaction, and employee engagement—individually and collectively—contribute significantly to improving employee performance within this environment.

LITERATURE REVIEW

This study is grounded in the theoretical framework of Employee Experience, Job Satisfaction, Employee Engagement, and Employee Performance. Employee Experience encompasses all interactions and touchpoints encountered by an employee within an organization (Lee & Kim, 2023). It is also defined as the journey of an employee that includes various milestones and connections experienced during their tenure at a company (Jefta et al., 2023). Findings from a study conducted by Jefta Harlianto et al. (2023) indicate that there is a significant

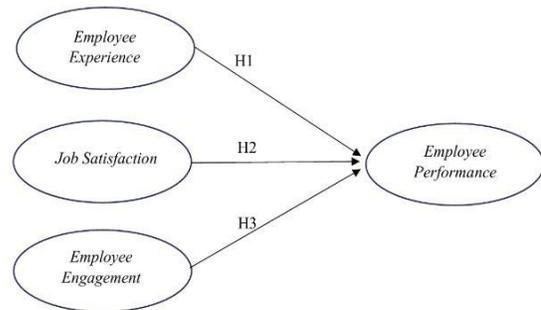
influence between Cultural Environment and Employee Performance.

Job satisfaction refers to the extent to which an employee perceives a balance between the positive and negative aspects of their job. It encompasses a broad range of experiences, both favorable and unfavorable, that shape an individual's overall perception of their work environment (Alsafadi & Altahat, 2021). According to Robbins et al. (2017) and Matthews et al. (2018), as cited in Egenius et al. (2020), job satisfaction can also be understood as an individual's general attitude toward their occupation, reflecting emotional responses to job-related outcomes. It includes assessments of work tasks, interpersonal relationships, organizational policies, recognition, and opportunities for growth and development. High levels of job satisfaction typically indicate a strong alignment between employee expectations and the realities of the workplace.

Furthermore, satisfied employees are more likely to demonstrate organizational commitment, reduced turnover intentions, and enhanced engagement in their roles. Egenius, Boge, and Mohammad (2020) emphasized that job satisfaction significantly influences employee performance, reinforcing its pivotal role in driving productivity, morale, and long-term organizational effectiveness. Consequently, fostering job satisfaction through supportive leadership, equitable rewards, and a positive work culture should be a strategic priority for modern organizations seeking sustainable performance outcomes.

Employee engagement is a dynamic, positive psychological condition wherein individuals demonstrate high levels of enthusiasm, commitment, and deep involvement in their roles (Schaufeli et al.,

2002, as cited in Desiana et al., 2024). According to Ramadhan (2023), it reflects the extent to which employees feel emotionally invested and intrinsically connected to both their tasks and the broader goals of the organization. Engaged employees not only exhibit greater motivation and productivity but also actively contribute to the organization's success through proactive behavior, innovation, and resilience in the face of challenges. Sustaining engagement requires intentional strategies, including meaningful work, supportive leadership, and a culture of recognition. Employee Engagement also reflects the degree to which an employee is involved, motivated, and dedicated to their job and organization. Engaged employees tend to demonstrate increased focus and enthusiasm in performing their duties (Badrianto & Maryadi, 2023). In a study conducted by Ramadhan (2023).



With this theoretical framework and hypothesis, this study seeks to contribute to understanding the influence of Employee Experience, Job Satisfaction and Employee Engagement on Employee Performance, especially in the Gen Z ASN sector of the Based on the preceding discussion, the following hypotheses are formulated to guide this study within the

context of Generation Z ASN employees at the Education Office in Surabaya:

H1: Employee Experience exerts a significantly positive influence on Employee Performance among Generation Z ASN personnel at the Surabaya Education Office.

Numerous peer-reviewed studies have empirically demonstrated that employee experience has a significantly positive influence on employee performance, particularly among Generation Z. Li and Yang (2023) highlight that organizational support and meaningful work experiences substantially enhance proactive behavior and job outcomes in younger employees. Similarly, Febriana (2023) reveals that participative management styles foster emotional engagement and lead to heightened productivity among Generation Z personnel. Additionally, comprehensive literature reviews emphasize that this generational cohort responds positively to workplace environments characterized by inclusivity, autonomy, and a strong sense of purpose. These elements are consistently correlated with improved motivation, commitment, and job performance. Therefore, it is evident that a well-designed employee experience strategy can be a critical driver of performance, validating the hypothesis within the context of Generation Z ASN personnel at the Surabaya Education Office.

H2: Job Satisfaction positively and significantly impacts Employee Performance within the Generation Z ASN workforce of the Surabaya Education Office.

A growing body of empirical evidence affirms that job satisfaction exerts a positive and significant impact on employee performance, particularly within the Generation Z workforce. Razen et al. (2023) found that job satisfaction accounted for more than 50% of the variance in Gen Z employee performance in post-pandemic organizational settings, with strong statistical significance ($t = 0.684$; $p < 0.001$; $R^2 = 0.504$). Furthermore, Zahra and Hermiati (2024) demonstrated that job satisfaction plays a mediating role between work-life balance and performance outcomes among Generation Z employees, especially within public sector institutions. These findings indicate that when Generation Z employees experience high levels of satisfaction—driven by supportive leadership, meaningful tasks, and recognition—their engagement and performance levels markedly improve. Therefore, it can be concluded that job satisfaction is a crucial determinant of performance within the Generation Z ASN workforce at the Surabaya Education Office, thereby validating the proposed hypothesis.

H3: Employee Engagement has a substantial positive effect on Employee Performance among Generation Z employees at the Surabaya Education Office

A wealth of scholarly research affirms that employee engagement has a substantial and positive effect on employee performance, particularly among Generation Z professionals. Gen Z employees—who are inherently adaptive to digital environments—perform significantly better when engaged

through meaningful, technologically integrated work processes that stimulate collaboration and personal investment. Gen Z employees demonstrate greater focus, innovation, and task ownership, all of which are critical drivers of performance. Angreni and Mahyuni (2024) further substantiates this by highlighting that participative leadership, which nurtures autonomy and emotional commitment, significantly increases both engagement and productivity among young public-sector workers. Additionally, Indonesian-based research shows that improved work–life balance, facilitated by flexible or hybrid work arrangements, enhances engagement and, in turn, boosts performance levels in Gen Z cohorts. Taken together, these findings strongly support the assertion that employee engagement serves as a pivotal mechanism in enhancing employee performance, particularly within the Generation Z ASN workforce at the Surabaya Education Office, thereby affirming the validity of this hypothesis.

RESEARCH METHOD

Data Collections and Research Instruments

In order to investigate the impact of employee experience, job satisfaction, and employee engagement on employee performance among Generation Z State Civil Apparatus (ASN) at the Surabaya Education Office, this study uses a quantitative descriptive methodology and a survey method. An online survey created with Google Forms was used to collect data from Gen Z ASN staff members at the Surabaya Education Office. Probability sampling, more especially simple random sample, was used as the sampling technique.

Among the criteria were ASN employees who were categorized as Generation Z, which is defined as those who were born between 1997 and 2012 or who were between the ages of 18 and 27.

Based on established indications from previous studies, a questionnaire was created as the study tool. To guarantee the quality of the data, validity and reliability tests were conducted before analysis. The loading factor was used to evaluate convergent validity, with a minimum acceptable level of 0.50. But according to Yuritanto (2020), loading factors >0.4 are preferred, those >0.5 are usually regarded as substantial, and an AVE value >0.3 is minimally acceptable. Cronbach's Alpha, which requires a minimum value of ≥ 0.6 for each construct and Composite Reliability, which indicates good construct reliability with values >0.7 , were used to assess discriminant validity.

Data Analysis

Using the SmartPLS software, the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique was used to evaluate the gathered data. The analysis was divided into two phases: the structural model (inner model), which identifies linkages between latent variables, and the evaluation of the measurement model (outer model), which establishes the relationship between latent and manifest variables for assessing validity and reliability.

This study's hypothesis testing was meticulously conducted by analyzing both T-statistics and P-values. When the P-value is less than the traditional alpha criterion of 0.05 and the T-statistic is more than the crucial value of 1.96, a hypothesis is considered statistically supported and significant at the 5% level. The coefficient of determination (R-Square or R^2) was used to further assess the model's explanatory

ability. R² values of 0.67, 0.33, and 0.19 are interpreted as representing substantial, moderate, and weak predictive power, respectively. This statistical framework allows for a nuanced interpretation of the extent to which the independent variables explain variance in the dependent variable, enhancing both the reliability and

interpretability of the research findings across behavioral and organizational studies.

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of respondents in this study are as follows:

Table 1. Characteristics of Respondents Based on Gender

| Gender | Number of Respondents | Percentage (%) |
|--------------|-----------------------|----------------|
| Man | 40 | 17,2% |
| Woman | 193 | 82,8% |
| Total Amount | 233 | 100% |

Respondents who participated were 40 employees or 17.2% male and 193 or 82.8% female

Table 2. Respondent Characteristics Based on Age

| Age/Age | Number of Respondents | Percentage (%) |
|-------------|-----------------------|----------------|
| < 19 Years | 9 | 3.9% |
| 19-23 Years | 0 | 0% |
| 24-27 Years | 224 | 96.1% |
| Amount | 233 | 100% |

The largest number of respondents was 224 employees or 96.1% aged 24 to 27

years and respondents aged <19 years were 9 employees or 3.9%.

Table 3. Respondent Characteristics Based on Education

| Education | Number of Respondents | Percentage (%) |
|--------------------------|-----------------------|----------------|
| Senior High School (SMA) | 0 | 0% |
| Diploma | 0 | 0% |
| S1/S2 | 233 | 100% |
| Amount | 233 | 100% |

Respondents with Bachelor's/Master's education were 233 employees or 100%.

Table 4. Respondent Characteristics Based on Length of Service

| Education | Number of Respondents | Percentage (%) |
|-----------------------|-----------------------|----------------|
| 6 months up to 1 year | 83 | 35,6% |
| >1 to 3 years | 18 | 7.7% |
| >3 to 5 years | 52 | 22.3% |
| >6 years | 80 | 34.3% |

Respondents with a length of service of more than 6 months to 1 year were 83 employees or 35.6%, employees with a length of service of more than 6 years were

80 employees or 34.3%, employees with a length of service of 3 to 5 years were 52 employees or 22.3% and employees with a

length of service of more than 1 to 3 years were 18 employees or 7.7%.

Table 5. Respondent Characteristics Based on Income

| Income | Amount | Percentage (%) |
|-------------------------------------|--------|----------------|
| < 4.750.000 | 172 | 73,8% |
| >Rp. 4,750.000 up to Rp. 6.000.000 | 54 | 23.2% |
| >Rp. 6.000.000 up to Rp. 7.500.000 | 5 | 2.1% |
| >Rp. 7.500.000 up to Rp. 10.000.000 | 1 | 0.4% |
| >Rp. 10.000.000 | 1 | 0.4% |

Respondents with income < Rp. 4,750,000 as many as 172 employees or 73.8%, >Rp. 4,750,000 to Rp. 6,000,000 as many as 54 employees or 23.2%, > Rp. 6,000,000 to Rp.7,500,000 as many as 5 employees or 2.1%, >Rp. 7,500,000 to Rp. 10,000,000 for 1employee or 0.4% and >Rp. 10,000,000 1 employee or 0.4%.

Table 6. Outer Loading, Cronbach's Alpha, Compose Reliability and Average Variance Extracted Tests

| Variables | Statement Code | Loading Factor | AVE | | | | | |
|--------------------------|----------------|----------------|--------|---------------------------|--------|-------|-------|-------|
| Employee Experience (EX) | EX.1.1 | 0.546 | 0.493 | Employee Engagement (EE) | EE 1.1 | 0.844 | 0.732 | |
| | EX 1.2 | 0.645 | | EE 1.2 | 0.833 | | | |
| | EX. 1.3 | 0.540 | | EE 1.3 | 0.892 | | | |
| | EX 1.4 | 0.683 | | EE.2.1 | 0.915 | | | |
| | EX. 2.1 | 0.707 | | EE 2.2 | 0.890 | | | |
| | EX 2.2 | 0.743 | | EE 3.1 | 0.838 | | | |
| | EX. 2.3 | 0.696 | | EE 3.2 | 0.769 | | | |
| | EX. 3.1 | 0.764 | | Employee Performance (EP) | EP 1.1 | 0.770 | | 0.633 |
| | EX.3.2 | 0.800 | | EP 2.1 | 0.829 | | | |
| | EX. 3.3 | 0.837 | | EP 3.1 | 0.813 | | | |
| Job Satisfaction (JS) | JS 1 | 0.809 | EP 4.1 | 0.819 | | | | |
| JS 2 | 0.853 | EP 4.2 | 0.721 | | | | | |
| | JS 3 | 0.789 | EP 5.1 | 0.816 | | | | |

Based on the results shown, it shows that the loading factor of the variables in this study is > 0.05, which means it can be said to be valid. The first test in this study uses outer model analysis. The first test uses convergent validity. The convergent validity test is

accepted if the AVE value is > 0.5 and the outer loading factor value is > 0.5.

The next test is the reliability test. The variable can be said to have high reliability if the Cronbach alpha value is 0.60 (>0.60) (Hair et al., 2021:77) and the composite reliability value must be above 0.70 (>0.70) (Ghozali & Henky Latan, 2015:19).

Table 7. Reliability Test

| No. | Variables | Composite Reliability | Cronbach's Alpha | Information |
|-----|----------------------|-----------------------|------------------|-------------|
| 1. | Employee Experience | 0.898 | 0.884 | Reliable |
| 2. | Job Satisfaction | 0.769 | 0.754 | Reliable |
| 3. | Employee Engagement | 0.942 | 0.939 | Reliable |
| 4. | Employee Performance | 0.885 | 0.884 | Reliable |

Source: SMART-PLS data processing results

All indicators are verified to be valid based on the findings shown in the above table. This comprises five indicators for employee performance, three for job satisfaction, three for employee engagement, and three for the employee experience variable. Cronbach's Alpha values above the cutoff of 0.60 (>0.60) and Composite Reliability values over 0.70 (>0.70) demonstrate that the evaluation satisfies

the reliability standards, demonstrating that the dataset does. Using the bootstrapping technique, the t-statistics and p-values obtained from path analysis were evaluated in order to test the hypothesis. If the p-value is less than 0.05, which corresponds to a significance level of 5%, and the t-statistic is greater than 1.96, the hypothesis is accepted

Table 8. Hypothesis Test Results

| Variables | Path Coefficient | t-statistics | p-values | Conclusion |
|---------------------------|------------------|--------------|----------|------------|
| EX – Employee Performance | 0.215 | 3.129 | 0.002 | Accepted |
| JS – Job Satisfaction | 0.166 | 2.057 | 0.040 | Accepted |
| EE – Employee Engagement | 0.444 | 5.724 | 0.000 | Accepted |

Source: SMART-PLS data processing results

All indicators, including the three for employee experience, three for job satisfaction, three for employee engagement, and five for employee performance, are considered statistically significant based on the findings shown in the above table. The

threshold requirements, where a T-statistic value is greater than 1.96 and the associated P-value is less than 0.05 at a 5% significance level, lead to this conclusion. Consequently, it may be said that every hypothesis put forth is validated..

DISCUSSION

The Influence of Employee Experience on Employee Performance in Gen Z ASN Education Office in Surabaya

The hypothesis asserting that Employee Experience has a significant positive effect on Employee Performance among Generation Z employees at the Education Office in Surabaya is empirically supported and statistically validated. This is substantiated by a path coefficient of 0.215, a t-statistic value of 3.129—surpassing the critical threshold of 1.664—and a p-value of 0.002, which falls well below the conventional significance level of 0.05. These statistical indicators confirm the robustness and reliability of the proposed relationship, thereby justifying the acceptance of the hypothesis. The results indicate that as Employee Experience improves—encompassing elements such as a supportive work environment, professional development opportunities, and meaningful interpersonal interactions—there is a corresponding increase in individual performance outcomes among Gen Z civil servants.

However, these findings do not align with the study conducted by Jefta Harlianto et al. (2023), which concluded that neither the physical nor the technological work environment significantly influenced employee performance. This discrepancy may arise due to contextual differences in organizational culture, generational expectations, or methodological approaches. On the other hand, the current

findings are consistent with the research of Ratnawati et al. (2020), who identified a strong positive correlation between Employee Experience and Employee Performance, with a regression coefficient of 0.451 and a t-value of 3.113, alongside a p-value of 0.004. Their research highlights that a favourable employee experience is instrumental in driving better performance, whereas inadequate or negative experiences may result in disengagement and reduced productivity. Thus, the present study reinforces the importance of cultivating high-quality employee experiences as a strategic priority in enhancing public sector performance, particularly within the emerging Gen Z workforce.

The Influence of Job Satisfaction on Employee Performance in Gen Z ASN Education Office in Surabaya

Employee performance has been shown to be positively and significantly impacted by job satisfaction. According to the results, the second hypothesis is accepted since the path coefficient value is 0.166, the t-statistic value is 2.057, meaning it is more than 1.664, and the p-value is 0.040, meaning it is less than 0.05. This conclusion supports the findings of the study (Egenius et al., 2020b), which found that employee performance at work is impacted by job satisfaction.

Frempong & Darko (2018) state that job satisfaction is essential for enhancing and sustaining overall organizational outcomes as well as

improving employee performance (Egenius et al., 2020b). Numerous facets of employee well-being, including as contentment, morale, and the innate drive to increase productivity, can be strongly impacted by job satisfaction (Mabaso & Dlamini, 2017, in Idris et al., 2020). Employees are more likely to show increased dedication, lower absenteeism, and a stronger sense of responsibility in accomplishing company objectives when they are happy in their positions. Job satisfaction has a positive and statistically significant effect on employee performance, according to research by Baluyos et al. (2022), Heidarzadeh Hanzaee & Mirvaisi (2013), and Mira et al. (2019), all of which are cited in Azmy et al. (2023). These results imply that companies are better positioned to increase overall employee production when they place a high priority on job satisfaction through equitable pay, recognition, career advancement, and a healthy work environment.

The Influence of Employee Engagement on Employee Performance in Gen Z ASN Education Office in Surabaya

Employee Engagement has been demonstrated to have a positive and statistically significant effect on Employee Performance, as evidenced by the results of this study. The analysis reveals a path coefficient value of 0.444, accompanied by a t-statistic of 5.724—substantially exceeding the critical threshold of 1.664—and a p-value of 0.000, which is well below

the 0.05 level of significance. These statistical indicators affirm the validity of the third hypothesis, indicating that higher levels of Employee Engagement are associated with enhanced performance among Generation Z civil servants at the Education Office in Surabaya.

The findings of this study align with prior research conducted by Ramadhan (2023), who asserted that the more engaged employees are in their work, the greater their performance outcomes tend to be. Ramadhan emphasized that fostering engagement through involvement, emotional commitment, and alignment with organizational goals can significantly enhance employees' contributions and overall productivity. Furthermore, these results are consistent with broader empirical literature, including studies by Kim et al. (2019) and Sendawula et al. (2018), as cited in Prayogi et al. (2023), which underscore Employee Engagement as a crucial behavioural factor that drives performance improvements.

Engagement not only strengthens the psychological bond between employees and their organization but also cultivates a sense of purpose, motivation, and discretionary effort—key elements that are particularly vital in unlocking the full potential of Gen Z employees. As such, enhancing Employee Engagement should be a central focus of human resource strategies aimed at optimizing public sector effectiveness.

The Influence of Employee Experience, Job Satisfaction and Employee Engagement on Employee Performance in Gen Z ASN Education Office in Surabaya

That "Employee Experience has a significant positive effect on Employee Performance among Gen Z employees at the Education Office in Surabaya" is amply substantiated by the study's findings. Nonetheless, it is clear that employee engagement has the greatest impact on employee performance out of the three examined hypotheses. According to the statistical findings, employee engagement has a greater impact in this situation than both employee experience and job satisfaction. The study by Daya et al. (2024) further supports this, showing a strong and substantial correlation between employee engagement and performance with a path coefficient of 0.337, a p-value of 0.000, and a t-statistic of 3.743.

The implication of this finding is that when Gen Z ASN employees are genuinely engaged in their roles—exhibiting emotional commitment, high focus, and active participation in their tasks—they are more likely to perform at an optimal level. Engaged employees tend to approach their work with enthusiasm, concentration, and a sense of purpose, which ultimately leads to higher-quality outputs and increased organizational efficiency. Daya et al. (2024) further emphasize that employees who feel a deep connection to their work often experience a flow state, in which tasks become intrinsically rewarding, and time appears to pass rapidly. Supporting this, Lewiuci and Mustamu (2019), as cited in Daya et al. (2024), assert that employees who are deeply absorbed in their

responsibilities tend to find joy in their work and are less prone to distraction, indicating a strong correlation between psychological engagement and sustained performance excellence.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the analytical results of this study, several key conclusions can be drawn regarding the determinants of employee performance among Generation Z civil servants (ASN) at the Education Office in Surabaya. Firstly, Employee Experience demonstrates a positive and statistically significant influence on Employee Performance. This finding suggests that the more favourable the employee experience—encompassing workplace environment, career development opportunities, and interpersonal relationships—the higher the performance outcomes exhibited by Gen Z employees, thereby validating Hypothesis 1 (H1). A well-structured and supportive organizational culture that caters to the expectations of younger civil servants not only fosters motivation but also enhances their sense of belonging and purpose within the institution. Furthermore, when employees perceive their workplace as dynamic, inclusive, and responsive to their personal and professional needs, their productivity and commitment tend to increase significantly. This indicates that tailored employee experience initiatives can serve as a strategic lever for boosting public sector performance and retaining top talent in the long term.

Secondly, Job Satisfaction also exerts a significant and positive effect on Employee Performance. When employees perceive satisfaction in their roles—through fair compensation, recognition, and alignment with personal and professional goals—they are more likely to exhibit increased productivity and work quality, thus supporting Hypothesis 2 (H2). Job satisfaction serves not only as a motivational driver but also as a stabilizing factor that reduces turnover intentions and fosters organizational loyalty, especially among younger generations who often seek meaningful and value-driven work environments. Cultivating satisfaction among Gen Z employees requires a proactive approach in understanding their evolving preferences and ensuring that their contributions are acknowledged and rewarded appropriately. Thirdly, Employee Engagement is identified as a critical factor positively influencing Employee Performance. Engagement, characterized by enthusiasm, psychological investment, and a sense of purpose in daily tasks, enables employees to go beyond formal job requirements and actively contribute to organizational success. When engagement levels are high, Gen Z employees tend to demonstrate greater initiative, collaboration, and innovation, all of which are essential for achieving sustainable performance outcomes.

A higher degree of engagement, characterized by emotional involvement, enthusiasm for work, and commitment to organizational success, correlates with elevated levels of performance, thereby confirming Hypothesis 3 (H3).

Collectively, the study establishes that Employee Experience, Job Satisfaction, and Employee Engagement jointly have a significant and positive impact on the performance of Gen Z employees within the Surabaya Education Office. These findings underscore the necessity for public sector institutions to adopt progressive human resource strategies tailored to the values and expectations of younger generations. Enhancing employee experience, fostering job satisfaction, and promoting engagement are imperative for maximizing the potential of Gen Z ASN, ultimately leading to improved organizational performance and service delivery.

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