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The Effects Of Compensation, Work Environment, And Career Development On The Productivity Of Gen Z Employees In Pasar Minggu District South Jakarta

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Abstract

The current phenomenon indicates that Generation Z employees are facing increasingly complex workplace demands, marked by the rising trend of #JustQuitFirst a tendency for employees to change jobs due to dissatisfaction with compensation, the work environment, and career development. This situation can lead to a decline in employee productivity, thereby requiring companies to be more adaptive in managing human resources. This study aims to examine the influence of compensation, work environment, and career development on the productivity of Generation Z employees in Pasar Minggu Subdistrict, South Jakarta. This study employs a quantitative method with an associative approach. Data collection was conducted by distributing questionnaires to 100 respondents using purposive sampling. Data analysis techniques included validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing via partial tests (t-tests) and simultaneous tests (F-tests). The results of the study indicate that compensation, work environment, and career development have a positive and significant effect on the productivity of Generation Z employees. Simultaneously, these three variables also have a significant effect on employee productivity.

Keywords: Compensation, Work Environment, Career Development, Productivity, Generation Z.

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INTRODUCTION

Gen Z, born between 1997 and 2012, is now a vital part of Indonesia's workforce. Gen Z is known for being highly tech-savvy, desiring flexible work hours, and tending to seek jobs that offer not only income but also career development opportunities with a balance between work and personal life. If companies cannot adapt their compensation structures, work environments, and career development opportunities to Gen Z's needs, significant risks will arise. According to Gallup's 2024 *State of the Global Workplace* report, 52% of Indonesian respondents are actively seeking new jobs, indicating a strong desire to resign from their current positions.

In recent months, the "#JustRunAway" phenomenon has garnered significant attention across various social media platforms. This term refers to Gen Z's tendency to leave their jobs when compensation, workplace atmosphere, and career development prospects do not meet their expectations. This phenomenon signals that human resource management challenges in the modern era are becoming increasingly complex and demand organizational strategic adjustments.

Employee productivity is a crucial indicator in assessing the effectiveness of an organization's human resource management, reflecting the organization's overall success in optimizing workforce productivity. High productivity levels indicate both individual work effectiveness and the success of management systems that support optimal performance. Compensation, work environment, and career development are key factors influencing employee motivation, enthusiasm, and loyalty toward the organization.

Rahmawati *et al*. (2022) state that fair and proportional compensation has the potential to increase job satisfaction and motivate employees to improve their productivity. Meanwhile, Radika Effendi & Santosa (2025) further reinforce the idea that compensation functions not only as a financial mechanism but also as a form of recognition that strengthens the emotional bond between employees and the organization. In addition to compensation, the work environment plays a crucial role in influencing productivity levels and job satisfaction.

Dunggio *et al*. (2021) found that a comfortable and safe work environment is associated with increased work effectiveness. In a recent study, Febriani & Setia (2023) emphasized the importance of fostering a supportive work environment for Gen Z, as for this generation, the workplace is not merely about functionality but also serves as a space for personal development, social interaction, and creative expression.

Therefore, creating a healthy, collaborative, and inclusive work environment is crucial for boosting productivity and reducing employee turnover among young workers.

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Another key factor to consider is career development; according to Rahmawati *et al*. (2022), organizations that provide career development opportunities such as training, promotions, and mentoring tend to experience higher productivity gains. Dunggio *et al*. (2021) also emphasize that organizations that support the development of individual competencies will improve performance and loyalty; for Gen Z, the availability of opportunities to learn and develop plays a crucial role in their overall job satisfaction. When organizations fail to provide clear career paths, they often seek out new opportunities that better align with their goals.

Although various studies have examined the influence of compensation, work environment, and career development on employee productivity, most research has only examined these variables in isolation or focused on other aspects such as job satisfaction and loyalty. Research examining all three of these variables simultaneously in relation to work productivity, particularly among Gen Z employees, remains relatively limited. Furthermore, studies linking these dynamics to the context of contemporary social phenomena such as #KaburAjaDulu in modern workplaces have also been under-explored, particularly at the urban administrative level.

specifically in Pasar Minggu Subdistrict, South Jakarta, which has diverse socioeconomic characteristics and is dominated by individuals of working age, remains limited. Therefore, this study was conducted to address this gap and provide empirical evidence that can enrich human resource management theory and practice in Indonesia.

The selection of Pasar Minggu Subdistrict as the research location is based on strategic and academic considerations. According to data from the Central Statistics Agency (BPS, 2021), the number of employed residents in the Pasar Minggu Subdistrict's " " (Work-Life Balance) program stands at 1,020,437 people, comprising 630,340 men and 390,097 women. This area is dominated by a working-age population (18–30 years old) employed in the trade, services, and creative industries sectors; these conditions make Pasar Minggu Subdistrict an ideal representation for examining the dynamics of Gen Z workforce productivity within the context of South Jakarta's urban environment.

Thus, this study aims to examine how compensation, work environment, and career development influence the productivity of Gen Z employees in Pasar Minggu Subdistrict, South Jakarta. This study is expected to provide theoretical and practical contributions to the development of human resource management strategies aligned with the unique characteristics of the younger generation in today's workforce.

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RESEARCH METHOD

This study employs a quantitative descriptive method with an associative approach. This approach was chosen because the study not only describes the empirical conditions regarding compensation, work environment, career development, and employee productivity but also statistically tests the relationships and influences among the variables. Quantitative research was used because the data obtained is numerical and analyzed objectively through statistical procedures. Using an associative approach, the study aims to determine the extent to which compensation, work environment, and career development influence the productivity of Generation Z employees in Pasar Minggu Subdistrict, South Jakarta.

The variables in this study consist of three independent variables and one dependent variable. The independent variables include compensation, work environment, and career development, while the dependent variable is employee productivity. Compensation is measured through indicators of salary, incentives, allowances, facilities, and non-financial rewards. Work environment is measured through physical conditions and workplace comfort, social relationships and interpersonal support, as well as leadership style. Career development is measured through opportunities for promotion, training and competency development, job rotation programs, management support and mentoring, as well as clarity of the organization's career path. Employee productivity is measured through the quantity of work output, quality of work output, timeliness, ability to collaborate, as well as creativity and innovation.

The types of data used in this study are primary data and secondary data. Primary data was obtained directly from respondents via a questionnaire designed based on the indicators of each variable. The study's respondents were Generation Z employees working in the Pasar Minggu subdistrict, South Jakarta. Secondary data was obtained from supporting documents, literature, scientific journals, books, online publications, and data from the Central Statistics Agency relevant to the characteristics of the region and the research topic. The use of both data sources aimed to strengthen the empirical and theoretical foundations of the study.

The study population consists of all Generation Z employees aged 18 to 28 working in the Pasar Minggu subdistrict, South Jakarta. Since the exact population size is unknown, this study employed sample determination using the Slovin formula based on population data from for those working in the Pasar Minggu subdistrict. The calculation results indicate a minimum sample size of 100 respondents. The sampling technique used is purposive sampling, which involves selecting respondents based on specific

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criteria aligned with the research objectives. The criteria for respondents include being aged 18–28 years, having worked for at least six months, and working within the Pasar Minggu subdistrict.

The subject of this study is the productivity of Generation Z employees as a human resource management phenomenon influenced by compensation, work environment, and career development. The selection of Pasar Minggu Subdistrict was based on the characteristics of an urban area with diverse economic activities and a large number of workers of productive age, making it relevant for illustrating the work dynamics of Generation Z in facing the demands of modern organizations and the #KaburAjaDulu phenomenon in today's contemporary workplace.

Data collection was conducted by distributing a structured questionnaire to respondents. The questionnaire used a five-point Likert scale: strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), and strongly disagree (score 1). In addition to the questionnaire, this study also utilized a literature review to establish a theoretical foundation, strengthen variable indicators, and support the interpretation of research findings. The literature sources used were drawn from methodology books, national scientific journals, and relevant previous studies.

The collected data were analyzed using SPSS version 27 software. The analysis phase began with a validity test to determine the suitability of each statement item and a reliability test to assess the instrument's consistency. Subsequently, a descriptive analysis was conducted to describe the trends in respondents' answers for each variable. This study also applied classical assumption tests, including normality tests, multicollinearity tests, and heteroscedasticity tests. After all requirements were met, the analysis continued with multiple linear regression to test the effects of compensation, work environment, and career development on employee productivity. Hypothesis testing was performed using the t-test to determine partial effects, the F-test to determine simultaneous effects, and the coefficient of determination to measure the ability of independent variables to explain variations in employee productivity.

RESULT AND DISCUSSION

1. Descriptive Analysis of Variables

The collected questionnaire data will be analyzed to interpret respondents' responses to each statement. This analysis is conducted by referring to the interpretation of mean values as follows:

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Table 1 Interpretation of Mean Values

Mean Value	Interpretation
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Moderate
3.41 – 4.20	High
4.21 – 5.00	Very High

Source: Durianto (2021)

a. Compensation

The compensation instrument in this study consists of 9 questionnaire items. The responses obtained from participants regarding this variable can be described as follows:

Table 2 Descriptive Statistics of the Compensation Variable

No	Compensation (X1)	*Mean*	Description
1.	The salary I receive is commensurate with the workload I perform.	4.45	Very High
2.	The pay I receive reflects the results of the work I put in.	4.20	High
3.	I receive an incentive when I meet my work targets.	4.38	Very High
4.	The allowances (such as transportation and health) I receive are adequate	4.13	High
5.	The annual bonus provided by the company makes me feel more eager to work.	4.02	Tall
6.	I feel that the company recognizes my work.	4.21	High
7.	I receive appreciation for my contributions at work.	4.14	High

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8.	My work schedule is quite flexible and supports a good work-life balance.	4.22	Very High
9.	The work facilities (office space, equipment, etc.) I use are adequate.	4.03	High
	Average	4.20	High

Source: Data processing results, 2026

The table above shows that the compensation variable has an average score of 4.20, which falls into the high category. The indicator with the lowest average score is the statement "The annual bonus provided by the company makes me more motivated to work," with a mean of 4.02, indicating that the bonus system still needs improvement to more effectively boost employee motivation and performance.

b. **Work Environment**

Table 3 Descriptive Statistics of Work Environment Variables

No	Work Environment (X2)	Mean	Description
1	My workspace is comfortable and clean	3.91	High
2	Lighting and ventilation at the workplace are good	4.06	High
3	The room temperature at the workplace is conducive work comfort	4.26	Very High
4	Office facilities such as restrooms, parking, and break areas are adequate	4.15	High
5	Relationships among coworkers at my workplace are good	4.03	High
6	My supervisor provides constructive support and guidance	4.07	High

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7	Communication in the workplace is open and effective	4.08	High
8	The work culture at my company is positive and respectful	4.14	High
	Average	**4.09**	**High**

Source: Data processing results, 2026

The table above shows that the work environment variable received an average score of 4.09, which falls into the high category. The indicator with the lowest average score was the statement "My workspace is comfortable and clean," with an average of 3.91, indicating that the company's workspace conditions still need attention to better ensure employee comfort.

c. Career Development

Table 4: Descriptive Statistics for Career Development Variables

No	Career Development (X3)	*Mean*	Description
1.	I understand the career paths available at my company.	4.35	High
2.	The promotion process at my company is conducted transparently.	4.16	High
3.	I have the opportunity to attend training or workshops from the company.	4.52	Very High
4.	The company provides job rotation opportunities to broaden experience	4.12	High
5.	I receive (mentoring) from my supervisor or senior colleagues .	4.17	High
6.	I have the opportunity to be promoted promotion based on my performance.	4.09	High
7.	Performance evaluations at my company are conducted fairly	4.44	High

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	and serve as the basis for promotions		
	Average	***4.26***	**Very High**

Source: Data analysis results, 2026

The table above shows that the career development variable received an average score of 4.26, which falls into the very high category. The indicator with the lowest average score was the statement “I have opportunities for promotion based on my performance,” with an average of 4.09, indicating that promotion opportunities within the company still need to be improved to better support employee career development.

d. **Productivity**

Table 5: Descriptive Statistics for the Productivity Variable

No	Productivity (Y)	*Mean*	Description
1	I am able to complete my work according to the given targets.	4.21	Very High
2.	My work is of good quality and meets standards.	4.14	High
3.	I always complete my work on time.	4.22	Very High
4.	I can collaborate effectively with my colleagues.	4.35	Very High
5.	I often contribute ideas or innovations that are useful for the work.	4.16	High
	Average	**4.22**	**Very High**

Source: Data processing results, 2026

The table above shows that the productivity variable obtained an average score of 4.22, which falls into the very high category. The indicator with the lowest average score was found in the statement “the quality of my work is good and meets standards,” with an average of 4.14, indicating that the quality of employees’ work is already good but still needs improvement to better meet the standards set by the company.

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2. Classical Assumption Test

a. Normality Test

The normality criterion is met if the data plot forms a linear pattern that follows the reference diagonal line, as can be observed in the following graph:

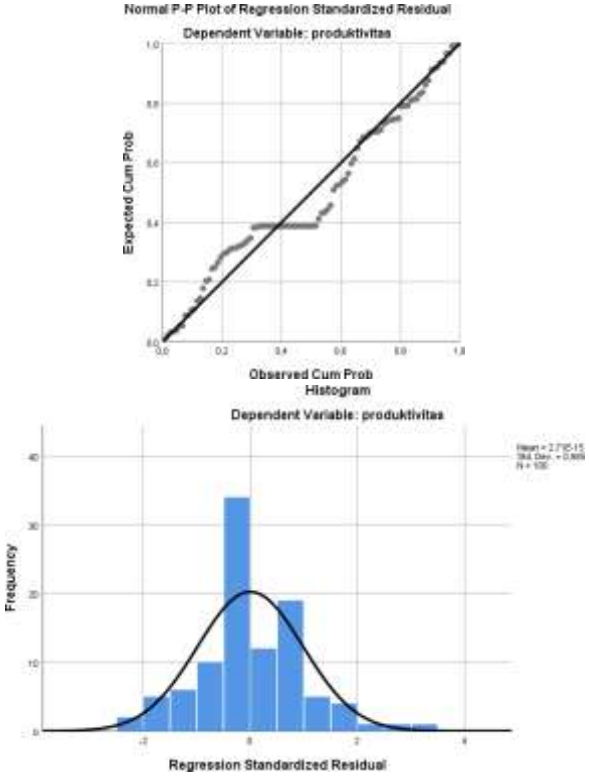


Figure 1 Results of the Normality Test Using a Histogram and P-PLO T

Source: Data processing results, 2026

The P-P Plot visualization shows a relatively linear distribution of data points following the diagonal line, confirming that the normality assumption is met. Although minor deviations were found, the pattern generally meets the requirements of a normal distribution, making the data valid for statistical analysis. As a supplement, the Kolmogorov-Smirnov test was conducted with a normality acceptance criterion of Asymp. Sig. (2-tailed) > 0.05. The following are the results of the statistical test:

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Table 6 Results of the Kolmogorov-Smirnov Test

	Unstandardized Residual
N	100
Test Statistic	0.134
Monte Carlo Sig. (2-tailed)	0.055

Source: Data pocessing results, 2026

Based on the table above, the *Monte Carlo Sig. (2-tailed)* value of 0.055 exceeds the critical value of 0.05 with a test statistic of 0.134. This indicates that the data residuals are normally distributed (0.055 > 0.05), so the normality assumption is met and the data is suitable for further analysis.

b. Multicollinearity

This test uses two main parameters: the tolerance value and the variance inflation factor (VIF). The following are the findings of the multicollinearity analysis:

Table 7 Results of the Multicollinearity Test

Model	*Collinearity Statistics*	
	Tolerance	**VIF**
Compensation (X1)	0.238	4.209
Work Environment (X2)	0.208	4.812
Career Development (X3)	0.323	3.101

Source: Data processing results, 2026

Based on the table above, it can be seen that the Compensation variable (X1) has a VIF value < 10, specifically 4.209, and a Tolerance value > 0.10, specifically 0.238. The Work Environment variable (X2) has a VIF value < 10, specifically 4.812, and a Tolerance value > 0.10, specifically 0.208. The Career Development variable (X3) has a VIF value < 10, specifically 3.101, and a Tolerance value > 0.10, specifically 0.323. Therefore, from

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these results, it can be concluded that there is no multicollinearity among the independent variables in the regression model.

c. Heteroscedasticity

A visual diagnosis can be performed by observing the distribution pattern of the residual points in the following scatterplot:

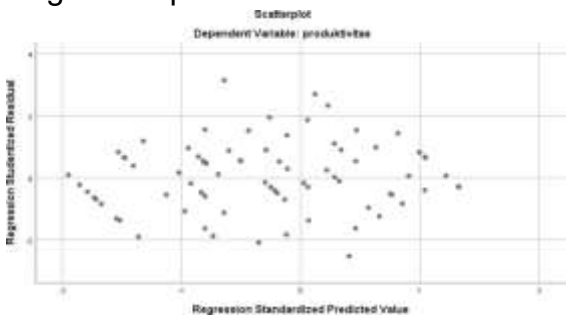


Figure 2: Heteroscedasticity Test Scatterplot

Source: Data processing results, 2026

The scatterplot visualization above indicates that the residual points are randomly distributed without forming any specific structure. This finding proves that the tested regression model meets the assumption of homoscedasticity, where there is no indication of heteroscedasticity in the residual distribution.

3. Multiple Linear Regression Analysis Test

In this study, the analysis was conducted using SPSS 27 software with the following output:

Table 8 Results of Multiple Linear Regression

Model	*Unstandardized Coefficients*	
	B	***Std. Error***
(Constant)	-0.626	0.704
Compensation	0.300	0.036
Work Environment	0.143	0.036
Career development	0.192	0.037

Source: Data processing results, 2026

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Based on the results in the table above, the following multiple linear regression equation is obtained:

$\gamma = -0.626 + 0.300X\ 1 + 0.143X\ 2 + 0.192X\ 3 + \varepsilon$

a. The constant term is -0.626, indicating that if the compensation, work environment, and career development variables are all set to zero, then the work productivity value is -0.626.
b. The compensation coefficient of 0.300 indicates that a 1% increase in compensation, assuming the work environment and career development variables remain constant, will increase labor productivity by 0.300 points
c. The work environment coefficient of 0.143 means that a 1% increase in work environment, assuming the compensation and career development variables remain constant, will increase labor productivity by 0.143 points
d. The career development coefficient value of 0.192 indicates that a 1% increase in career development, assuming compensation and work environment remain constant, will increase labor productivity by 0.192 points.

4. Coefficient of Determination

A high R^2 value reflects the model's predictive power in explaining the phenomenon under study. The following are the results of the coefficient of determination measurement:

Table 9 Coefficient of Determination Results

Model	*R*	*R Square*	*Adjusted R Square*
1	0.959	0.92	0.917

Source: Data processing results, 2026

Based on the results of the coefficient of determination test above, the R^2 (Adjusted R Square) value of the regression model is used to determine the extent to which the independent variables influence the dependent variable. Based on the table above, an R^2 value of 0.917 indicates that 91.7% of productivity is influenced by the variables of compensation, work environment, and career development. Meanwhile, 8.3% of work productivity is influenced by other factors.

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5. Hypothesis Test Results

a. Partial Test (t-Test)

The research hypotheses tested are as follows:

1) t-calculated < t-table. Therefore, H0 is accepted; or if the probability of t-sig > 0.05, H0 is rejected.
2) t-calculated > t-table, then H0 is rejected, or if the probability of t-sig < 0.05, H0 is rejected.

To facilitate the analysis process, the following is a regression analysis table for the model *coefficients:*

Table 10 Results of the Partial Test (t-Test)

Model	t	*Sig.*
(Constant)	-0.890	0.376
Compensation	8.420	0.000
Work Environment	4,002	0
Career Development	5,243	0

Source: Data processing results, 2026

Based on the t-test results in the table above, the following information was obtained:

1) Testing the Effect of Compensation on Productivity (H1) The statistical test results show a calculated t-value for the compensation variable of 8.420, which is significantly greater than the critical t-value of 1.985 at a significance level of 0.000 (p < 0.050). This finding indicates that there is a positive and statistically significant partial effect of compensation on the productivity of Gen Z employees. Thus, the first hypothesis (H1) is accepted, stating that compensation is statistically proven to influence the productivity of Gen Z employees.
2) Testing the Effect of Work Environment Variables on Productivity (H2) The analysis results show a calculated t-value for the work environment variable of 4.002, which is greater than the critical t-value of 1.985, with a significance level of 0.000 (p < 0.050). This finding indicates a positive and statistically significant partial effect of the work environment on Gen Z employees' productivity. Thus, the second hypothesis (H2) is accepted, confirming that the work environment has a significant impact on Gen Z employees' productivity.
3) Testing the Effect of Career Development on Productivity (H3) The statistical test results show that the calculated t-value for the career development variable is 5.243, which is greater than the critical t-value of 1.985, with a significance level of 0.000 (p

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< 0.050). This finding proves that there is a positive and partially significant effect of career development on Gen Z employee productivity. Thus, the third hypothesis (H3) is accepted, stating that career development significantly affects Gen Z employee productivity.

b. Simultaneous Test (F-Test)

This test determines whether the regression model as a whole is significant, with the following interpretation criteria:

1) Determining the significance level (α) and F-table

The significance level in this study is 5% or 0.05. The F-distribution table is consulted at α = 5% with df1 = 3 and df2 = (n – k – 1) = 100 – 3 – 1 = 96. Thus, Ftable = 2.70 is obtained.

2) If Fcalc > Ftable, then H0 is rejected and Hα is accepted, meaning that each independent variable collectively has a significant effect on the dependent variable.
3) If Fcalc < Ftable, then H0 is accepted and Hα is rejected, meaning that each independent variable together does not have a significant effect on the dependent variable.
    a) If the probability value (significance) is < 0.05, reject H0.
    b) If the probability value (significance) is > 0.05, accept H0.

H0: There is no simultaneous effect of Compensation, Work Environment, and Career Development on Work Productivity.

Hα: There is a simultaneous effect of Compensation, Work Environment, and Career Development on Work Productivity.

Table 11 Results of the Simultaneous Test (F-Test)

Model	Sum of Squares	f	*Mean Square*	*F*	*Sig.*
Regression	990.943		330.314	366.945	0.000
Residual	86,417	96	0.900		
Total	1,077,360	99			

Source: Data processing results, 2026

Based on the regression results in the table, it is known that simultaneously, the independent variables consisting of compensation, work environment, and career

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development have an F-calculated value of 366.945 > F-table = 3.09, while the significance value of 0.000 is smaller than 0.05. Therefore, it can be concluded that H0 is rejected and Hα is accepted.

DISCUSSION

1. The Effect of Compensation on Productivity (H1)

Based on the results of the partial hypothesis testing, it was found that compensation (X1) has a significant effect on the productivity of Gen Z employees (Y). This is supported by two key statistical indicators: the calculated t-value and the significance level. First, the calculated t-value (8.420) is greater than the table t-value (1.985), indicating that compensation affects employee productivity. A higher calculated t-value indicates that the independent variable (X1) has a statistically significant effect on the dependent variable (Y).

Second, the p-value (0.000) is smaller than the set alpha level (0.050), which reinforces the conclusion that the effect of compensation on productivity is significant. This indicates that the compensation variable has a positive and significant effect on Gen Z employees' productivity. Thus, the hypothesis stating that compensation affects productivity is accepted. The results of this study are consistent with research conducted by (Hidayat & Heryjanto, 2024), which states that compensation or *rewards* have a positive and significant effect on employee performance, where the provision of appropriate compensation can increase work motivation and employee productivity. Additionally, research by (Fidtriana & Mustahidda, 2025) also indicates that compensation has a positive effect on employees in enhancing job satisfaction.

2. The Influence of the Work Environment on Productivity (H2)

Based on the results of the partial test (t-test), it was found that the work environment variable obtained a calculated t-value of 4.002, which is greater than the table t-value of 1.985, as well as a significance value of 0.000 < 0.05. This indicates that the work environment variable has a positive and significant effect on Gen Z employees' productivity. Thus, the hypothesis stating that the work environment influences Gen Z employees' productivity is accepted. These findings align with research conducted by (Hidayat & Heryjanto, 2024), which states that the work environment has a positive and significant effect on employee productivity, where a conducive work environment can enhance comfort and work effectiveness. Additionally, the study by (Dunggio *et al*., 2021) states that the work environment has a positive and significant effect on employee

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productivity. This indicates that improving the quality of the work environment is one of the key factors in enhancing employee productivity within a company.

3. The Effect of Career Development on Productivity (H3)

Based on the results of the partial test (t-test), it was found that the career development variable obtained a calculated t-value of 5.243, which is greater than the table t-value of 1.985, as well as a significance value of 0.000 < 0.05. This indicates that the career development variable has a positive and significant effect on Gen Z employees' productivity. Thus, the hypothesis stating that career development influences Gen Z employees' productivity is accepted. This study shows that the better the career development programs provided by a company, the higher its employees' productivity. These results may be influenced by improvements in skills, work experience, and clarity regarding career paths, all of which can motivate employees to work optimally.

These results align with research conducted by (Maulida *et al*., 2024), which states that career development has a significant influence on employee productivity. This indicates that effective career development programs can enhance employees' capabilities, skills, and motivation in the workplace, thereby leading to increased productivity. Additionally, research by (Hidayat & Heryjanto, 2024) also indicates that career development has a positive and significant impact on employee performance.

4. The Influence of Compensation, Work Environment, and Career Development on Productivity

The ANOVA test results indicate that, collectively, the independent variables (compensation, work environment, career development) have a significant effect on Gen Z employees' productivity, with a calculated F-value of 366.945, which far exceeds the critical F-value of 3.09. Supported by a significance value of 0.000 (<0.05), these results reject H_0 and accept H_1—indicating that compensation, work environment, and career development simultaneously exert a significant influence on employee productivity.

Based on the data analysis results, the coefficient of determination (R^2) of 0.917 indicates that 91.7% of the variation in employee productivity can be explained by the variables of compensation, work environment, and career development. This value indicates that these three independent variables have a very strong explanatory power regarding Gen Z employees' productivity. The remaining 8.3% of the variation is influenced by other factors not included in this research model. This is a reasonable

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limitation in social research, given that employee productivity can be influenced by various other factors both internal and external that were not examined in this study.

CONCLUSION

Based on the research objectives formulated, the conclusions obtained are as follows:

1. Compensation has a positive and significant effect on Gen Z employee productivity. The results of the partial test show a t-value of 8.420 with a significance level of 0.000 (< 0.005), indicating that compensation has a strong influence on productivity. Compensation, which includes salary, incentives, allowances, and non-financial rewards, has been proven to increase work motivation, thereby encouraging employees to work more optimally and productively.
2. The work environment has a positive and significant effect on Gen Z employees' productivity. The results of the partial test show a t-value of 4.0002 with a significance level of 0.000 (< 0.05). A work environment that is comfortable, safe, and supported by good social relationships and supportive leadership enhances employees' comfort and work effectiveness, thereby directly impacting increased productivity.
3. Career development has a positive and significant effect on Gen Z employees' productivity. The results of the partial test show a t-value of 5.243 with a significance level of 0.000 (< 0.05). The availability of promotion opportunities, training, mentoring, and clear career paths has been proven to increase employees' motivation and commitment to their work, thereby leading to increased work productivity.
4. Compensation, work environment, and career development simultaneously have a significant effect on Gen Z employees' productivity. The results of the simultaneous test (F-test) show a calculated F-value of 366.945 with a significance level of 0.000 (< 0.05). Furthermore, the adjusted R^2 value of 0.917 indicates that 91.7% of the variation in employee productivity can be explained by these three variables, while 8.3% is influenced by other factors outside the scope of this study.

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