










“Harmony between culture, work style, work preferences, mental health, and performance of Generation Z”

AUTHORS	Elisabet Siahaan 
	 Sri Annisa 
	 Ewy Ritonga
	Hafiszah Ismail 
	 Lasma Siahaan 
	
ARTICLE INFO	Elisabet Siahaan, Sri Annisa, Ewy Ritonga, Hafiszah Ismail and Lasma Siahaan (2026). Harmony between culture, work style, work preferences, mental health, and performance of Generation Z. <i>Problems and Perspectives in Management</i> , 24(1), 791-805. doi: 10.21511/ppm.24(1).2026.51
DOI	http://dx.doi.org/10.21511/ppm.24(1).2026.51
RELEASED ON	Thursday, 02 April 2026
RECEIVED ON	Thursday, 13 November 2025
ACCEPTED ON	Tuesday, 03 March 2026
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

45



NUMBER OF FIGURES

2



NUMBER OF TABLES

5

© The author(s) 2026. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Type of the article: Research Article

Received on: 13th of November, 2025

Accepted on: 3rd of March, 2026

Published on: 2nd of April, 2026

© Elisabet Siahaan, Sri Annisa, Ewy Ritonga, Hafiszah Ismail, Lasma Siahaan, 2026

Elisabet Siahaan, Lecturer, Department of Management Science, Faculty of Economics and Business, Universitas Sumatera Utara, Indonesia; USU Smart Innovation HUB Research Center for Asset Management and System Intelligence, Indonesia. (Corresponding author)

Sri Annisa, Doctoral Student, Doctoral Program in Management Science, Department of Management Science, Faculty of Economics and Business, Universitas Sumatera Utara, Indonesia.

Ewy Ritonga, Master Student, Postgraduate Program in Management Science, Department of Management Science, Faculty of Economics and Business, Universitas Sumatera Utara, Indonesia.

Hafiszah Ismail, Lecturer, College of Built Environment, School of Real Estate and Building Surveying, Universiti Teknologi MARA, Malaysia.

Lasma Siahaan, Lecturer, Department of Development Economics, Faculty of Economics and Business, Universitas Sumatera Utara, Indonesia; USU Smart Innovation HUB Research Center for Asset Management and System Intelligence, Indonesia.



This is an Open Access article, distributed under the terms of the [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted re-use, distribution, and reproduction in any medium, provided the original work is properly cited.

Conflict of interest statement:

Author(s) reported no conflict of interest

Elisabet Siahaan (Indonesia), Sri Annisa (Indonesia), Ewy Ritonga (Indonesia), Hafiszah Ismail (Malaysia), Lasma Siahaan (Indonesia)

HARMONY BETWEEN CULTURE, WORK STYLE, WORK PREFERENCES, MENTAL HEALTH, AND PERFORMANCE OF GENERATION Z

Abstract

The entry of Generation Z into organizations brings new expectations regarding how performance is defined in the workplace. Performance is no longer assessed solely on results, but also on alignment with values, psychological well-being, and preferences, thus requiring adjustments in performance management practices. This study aims to analyze the influence of employee preferences, work styles, organizational culture, and mental health on the performance of Generation Z employees in startup companies. A quantitative approach was employed using primary data collected through questionnaires distributed to 160 Generation Z employees working in startup companies in Medan City, Indonesia, selected through purposive sampling. Data were analyzed using structural equation modeling (SEM) to test both direct and indirect relationships. The results show that work preferences ($p = 0.000$), work style ($p = 0.002$), and organizational culture ($p = 0.000$) have a positive and significant effect on the performance of Generation Z. In addition, work preferences ($p = 0.000$), work style ($p = 0.000$), and organizational culture ($p = 0.008$) also have a significant effect on mental health, while mental health has a significant effect on performance ($p = 0.004$). Mental health was found to mediate the influence of work preferences ($p = 0.017$) and work style ($p = 0.018$) on performance but did not mediate the influence of organizational culture on performance ($p = 0.058$). This study contributes novelty by demonstrating that mental health functions as a selective mediator in shaping Generation Z performance in startup settings, thereby enriching theoretical perspectives on young employee performance formation.

Keywords

Generation Z, work style, employee preference, organizational culture, employee performance

JEL Classification

J24, M12, M14, M54, O15

INTRODUCTION

The development of the modern workplace is characterized by increasing work dynamics. Global research shows that Generation Z experiences higher levels of work stress and anxiety than previous generations, especially in dynamic work environments such as startups (Tang et al., 2026). Generation Z is known to have different work value orientations, such as seeking meaning in work, requiring flexibility, and prioritizing a balance between personal and professional life (Rumijati et al., 2025). These characteristics make Generation Z quite adaptable to the startup environment, but at the same time also more vulnerable to continuous work pressure, which has the potential to affect their performance (Choudhury et al., 2024).

In Indonesia, particularly in the city of Medan, the development of startup companies shows a significant upward trend. From 2018 to 2023, the number of startups in Medan increased from 35 to 95, re-

flecting strong interest from the younger generation. However, managing Generation Z employees is a tough challenge, as they have different work characteristics compared to previous generations. Although employee work preferences such as performance-based compensation and flexibility have been proven to influence satisfaction and performance (Febriana & Mujib, 2024), research specifically examining Generation Z's unique preferences, including work-life balance and remote work in startup organizational policies, particularly in Medan, is still limited (Kozák, 2020).

In addition to work preferences, work styles and organizational culture have also been shown to influence employee performance (Gabrielsson & Winlund, 2010; Yada & Kurahashi, 2021; Ariani, 2023; Hasan, 2023). However, most previous studies have not specifically focused on Generation Z employees, particularly in Indonesian startup companies. Furthermore, the role of mental health as a mechanism that bridges the influence of individual and organizational factors on performance has rarely been explored.

1. LITERATURE REVIEW AND HYPOTHESES

Generation Z employees, or Gen Z, are typically defined as individuals born between 1995 and 2010 (Howe & Strauss, 2023). Generation Z has different characteristics compared to Generations X and Y. Previous studies have shown that Generation Z is more interested in jobs that allow for flexible working arrangements, including work time and location, as this contributes to their psychological well-being and work engagement (Saritha & Akthar, 2024; Rahim & Hashim, 2024). These characteristics are in line with startups, which generally implement a flatter organizational structure and an adaptive work system. Startups are organizations that operate in a dynamic, uncertain, and innovation-driven environment, thus offering more space for learning and experimentation. These conditions suit the characteristics of Generation Z, who tend to enjoy new challenges, varied work roles, and opportunities for continuous self-development (Abdullaeva, 2020). Role flexibility and a non-rigid work culture make startups an attractive work environment for Generation Z. As digital natives, Generation Z also shows a strong preference for organizations that integrate technology into daily work and communication activities. Startups, especially those based on digital technology, provide a work ecosystem that aligns with Generation Z's technological habits, making adaptation and work interactions easier (Goryunova & Jenkins, 2023). This alignment strengthens the appeal of startups as a career choice for the younger generation.

The performance of Generation Z is characterized as adaptive performance, reflecting the ability to adjust behavior and work strategies in response to environmental and work changes, demonstrating resilience and creativity (Katsaros, 2024). Gen Z performance also involves carrying out tasks responsibly to achieve organizational goals and meet company standards (Agarwal et al., 2023). Their performance is closely linked to hybrid work systems, which enhance engagement and well-being (Saritha & Akthar, 2024), and flexibility, which boosts productivity while balancing personal and professional life (Rahim & Hashim, 2024). As digital natives, Gen Z fosters leadership and work relationships that adapt to technological developments (Goryunova & Jenkins, 2023). Attracting and retaining this generation depends on organizational flexibility and self-development opportunities (Abdullaeva, 2020), making alignment of HR practices with their expectations crucial for company success, including startups (Zain et al., 2025).

Generation Z entering the workforce has different preferences from previous generations, especially in dynamic startups. They value a positive work environment, open communication, and an inclusive culture, which enhance trust and engagement, as well as work flexibility, such as hybrid or remote work arrangements, to balance personal and professional life (Al-Twal et al., 2025; Annisa et al., 2025; Nguyen et al., 2023). Compensation and rewards, including competitive pay, benefits, and clear reward systems, increase motivation and retention (Mabaso, 2025), while intrinsic factors like self-development, clear career paths, and mean-

ingful work foster long-term loyalty (Jayathilake et al., 2021). As digital natives, Gen Z expects strong technology integration and company values supporting diversity, sustainability, and social goals (Nieżurawska et al., 2023). These preferences directly impact performance, with flexible and inclusive environments boosting satisfaction and commitment, and compensation, self-development, and technological support enhancing motivation, productivity, and creativity (Bou Hatoum & Nassereddine, 2025; Mabaso, 2025). This study uses Gen Z employee preference indicators from Kozák (2020), emphasizing that understanding these preferences is key for startups to improve performance and achieve sustainable success.

Generation Z, entering the workforce, brings values and expectations that shape organizational culture in dynamic startups, reflected in open communication, collaboration, and resilience (Dwidienawati et al., 2024). Startups driven by Gen Z often adopt a teal model emphasizing shared goals, self-management, and integrity to achieve economic and social benefits (de Gennaro et al., 2023). A healthy work environment and good leadership enhance productivity, motivation, and performance (Harlianto et al., 2024), while flexibility, skill development, and innovation opportunities boost engagement and retention (Dieguez et al., 2024). High Gen Z turnover can be mitigated through cultures supporting satisfaction and meaningful work (Demircan & Ersoy, 2024), and attracting this talent requires ethical practices, self-development, and innovative systems (Choudhury et al., 2024). This study uses Gen Z organizational culture indicators from Kang and Lee (2021), highlighting that inclusive, healthy, and sustainability-oriented cultures are crucial for enhancing Gen Z performance in startups.

The main characteristic of Generation Z's work style is flexibility. Flexible work systems and participatory leadership have been shown to increase Gen Z's productivity and work engagement, especially when they are involved in decision-making (Febriana & Mujib, 2024). Then, a work style that provides space for flexibility and an intensive interaction pattern among employees has been shown to positively affect performance, especially through fast, collaborative informal communication (Yada & Kurahashi, 2021). In startup

companies, Generation Z tends to support organizational models that emphasize togetherness, self-management, and common goals, not only for economic gain but also for social impact (de Gennaro et al., 2023). As a digital generation, they also expect the use of modern technology in their work, which can increase job satisfaction (Osorio & Madero, 2025). This work style has a positive impact on the performance of Gen Z employees, both in the form of increased motivation, productivity, and extra work behavior that supports the organization (Yada & Kurahashi, 2021; Febriana & Mujib, 2024). A work environment that aligns with Gen Z values also strengthens employee commitment and retention and encourages innovative behavior (Nakash, 2024; Nguyen et al., 2024). In this study, the indicators of Gen Z's work style refer to Moslehpour et al. (2019). Startup companies that are able to adapt their organizational practices to Gen Z's work style have a greater chance of improving performance and achieving sustainability.

Employee mental health is an important concern in the modern workplace. According to the World Health Organization (WHO), mental health is a state in which individuals realize their potential, can cope with normal life stresses, work productively, and contribute to their community. Lu et al. (2022) found that employee mental health has a positive effect on performance, with innovative behavior and work engagement as mediators. Meanwhile, Chen et al. (2022) confirm that mental health mediates the relationship between work stress and performance, showing that stress can affect performance through the psychological condition of employees. Furthermore, Huang et al. (2022) emphasize that good mental health can enhance the resilience of Generation Z employees, which in turn contributes to improved individual performance. Therefore, creating a work environment that supports mental health is crucial for optimizing productivity and subsequently improving the performance of Generation Z employees in Medan-based startups.

Based on the literature review above, this study aims to analyze the influence of employee preferences, organizational culture, and work style on employee performance in Generation Z startups, as well as to examine the influence of these three variables on employee mental health. Additionally,

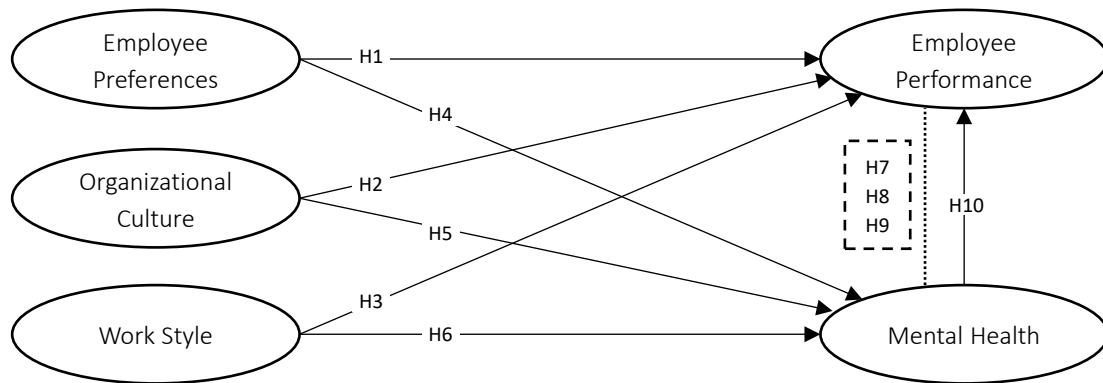


Figure 1. Research framework

this study aims to analyze the role of mental health among Generation Z startup employees as an intervening variable that mediates the relationship between employee preferences, organizational culture, and work style on employee performance.

Based on previous research on factors affecting the performance of Generation Z employees in startup companies, we created a conceptual research framework as shown in Figure 1. Employee preferences, organizational culture, work style, and mental health are hypothesized to affect the performance of Generation Z employees in startup companies.

This study attempts to address the shortcomings in existing research on the performance of Generation Z employees in startup companies. Based on the conceptual framework in Figure 1, this study proposes the following hypotheses:

- H1: Employee preference has a positive and significant effect on employee performance.*
- H2: Organizational culture has a positive and significant effect on employee performance.*
- H3: Work style has a positive and significant effect on employee performance.*
- H4: Employee preference has a positive and significant effect on mental health.*
- H5: Organizational culture has a positive and significant effect on mental health.*
- H6: Work style has a positive and significant effect on mental health.*

H7: Mental health has a positive and significant effect on employee performance.

H8: Employee preference has a positive and significant effect on employee performance mediated by mental health.

H9: Organizational culture has a positive and significant effect on employee performance mediated by mental health.

H10: Work style has a positive and significant effect on employee performance mediated by mental health.

2. METHOD

This quantitative descriptive study uses a Likert scale as a measurement instrument. Respondents were asked to indicate their level of agreement with the statements provided with five answer choices, ranging from strongly disagree to strongly agree (Sudaryono, 2023). The population consists of all startup employees in Medan, Indonesia. These startups were selected as the research population because Medan is the third-largest city in Indonesia, serving as a center of economic growth and a major startup ecosystem in Sumatra, thus representing the dynamics of innovation, digitalization, and urban business characteristics in Indonesia. Because the population size is unknown, the purposive sampling technique is used, with specific criteria, namely Generation Z employees (born between 1995 and 2010) who work for startup companies and have at least one year of work experience. There were 31 indicators in this

study, so the sample size was determined using the guidelines of Hair et al. (2019), which is a minimum of five respondents per indicator. Thus, the minimum sample size was $31 \times 5 = 155$ respondents. To account for questionnaires that were not returned or incomplete, the sample size was increased to 160 respondents.

In this study, the sample consisted of 160 Generation Z employees. The profile of the research participants can be seen in Table 1.

Table 1. Participants' overview

Characteristics	Frequency (%)
Age	
20–24	102 (64)
25–28	58 (36)
Tenure	
1 year	30 (19)
2 years	105 (66)
3 years	18 (11)
4 years	7 (4)
Field of work	
Creative and Content Digital	13 (8)
FinTech	46 (29)
E-Commerce and Marketplace	60 (37)
Others	41 (26)

A total of 160 Generation Z respondents working at startup companies participated in this study. Based on demographic characteristics, the majority of respondents were aged 20–24 years, totaling 102 people (64%), while 58 people (36%) were

aged 25–28 years. In terms of length of employment, most respondents had been working for two years (105 people, 66%), followed by one year (30 people, 19%), three years (18 people, 11%), and four years (7 people, 4%). Respondents also came from various fields of work, with a dominance in the e-commerce and marketplace sector with 60 people (37%), fintech with 46 people (29%), other sectors with 41 people (26%), and creative and digital content with 13 people (8%). These data show that the majority of respondents were young Generation Z employees still in the early stages of their professional careers, with diverse work backgrounds but concentrated in the e-commerce and fintech sectors, which are rapidly growing in Indonesia.

The questionnaire was then distributed to all selected respondents, and their answers were analyzed using descriptive statistics. The research hypotheses were evaluated through SEM-PLS, as shown in Figure 2.

Construct validity and reliability were tested using reflective indicators. Convergent validity was assessed through a loading factor ≥ 0.70 and an average variance extracted (AVE) value > 0.50 . Discriminant validity was evaluated based on cross-loading values, where each indicator must have the highest value in its own construct, as well as through the Fornell–Larcker criteria, namely that the square root of AVE must be greater than the correlation between latent con-

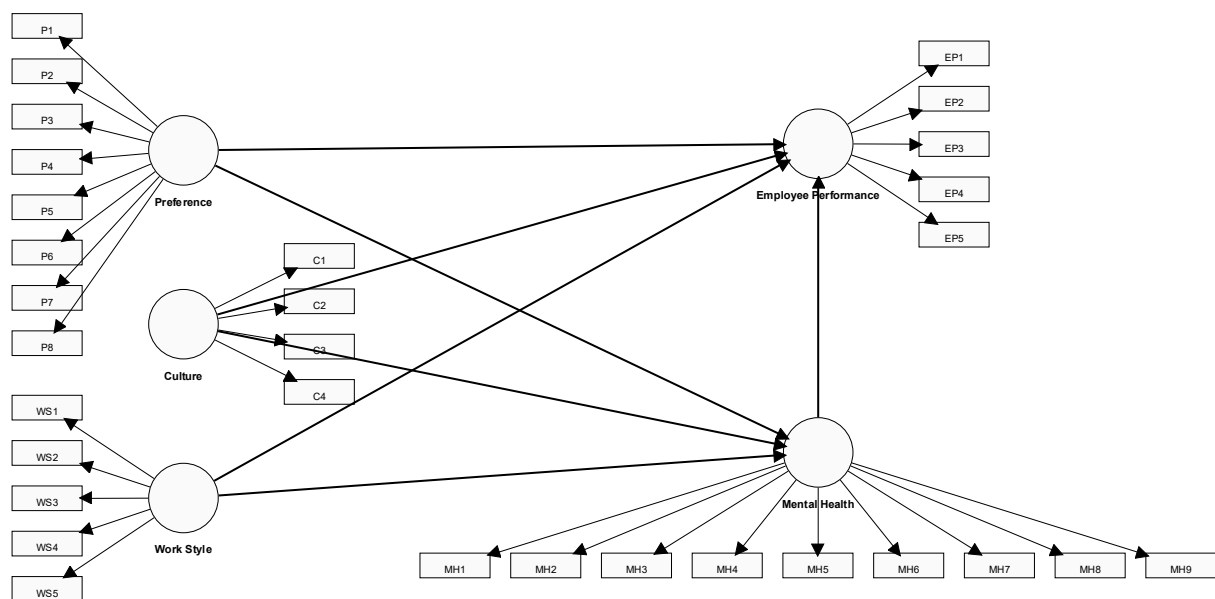


Figure 2. Structural model

structs. Construct reliability was assessed using Cronbach's alpha and composite reliability (CR), with values ≥ 0.70 . A CR value of 0.60–0.70 is still acceptable for exploratory research (Hair et al., 2019, 2021).

The measurement and structural models were evaluated based on several criteria. Weight significance was assessed using *t*-statistic values > 1.65 ($\alpha = 10\%$), > 1.96 ($\alpha = 5\%$), and > 2.58 ($\alpha = 1\%$). Multicollinearity was tested using VIF values < 5 or < 10 and tolerance values > 0.10 . The quality of the structural model was assessed based on R^2 values of 0.75 (strong), 0.50 (moderate), and 0.25 (weak). Effect size (f^2) was categorized as small (0.02), moderate (0.15), and large (0.35). Predictive relevance was assessed using the Q^2 value, where $Q^2 > 0$ indicates that the model has predictive relevance, with criteria of 0.02 (weak), 0.15 (moderate), and 0.35 (strong). Significance testing was performed using a two-tailed test (Hair et al., 2019; Sudaryono, 2023).

The *t*-test is used to determine the partial effect of each independent variable on the dependent variable through hypothesis testing using the bootstrap resampling method. The testing criteria are based on a *t*-statistic value > 1.96 and a *p*-value < 0.05 at a 5% significance level, where H_0 is rejected if the *p*-value < 0.05 , meaning there is an effect, and H_0 is accepted if the *p*-value > 0.05 , meaning there is no effect (Hair et al., 2019; Sudaryono, 2023). In addition, mediation testing was also conducted using the bootstrap method to assess the significance of the indirect effect of the independent variable on the dependent variable through the intervening variable ($X \rightarrow Z \rightarrow Y$). Mediation is considered significant if the indirect path has a *t*-statistic > 1.96 and a *p*-value < 0.05 , with partial mediation if the direct path remains significant, and full mediation if the direct path is not significant, while an insignificant indirect path indicates no mediating effect (Sudaryono, 2023).

3. RESULTS

The measurement and structural models were evaluated using partial least squares (PLS) analysis with the help of SmartPLS 4 software. Reflective constructs were used in this study, and measure-

ment quality was assessed based on indicator reliability, discriminant validity, convergent validity, and consistency reliability (Hair et al., 2021). The factor loading values for each indicator on its construct were determined using the algorithm available in the SmartPLS program. In addition, the quality of the model was also reviewed based on the path coefficient (α) values, rho A reliability, composite reliability (CR), and average variance extracted (AVE). The results of the algorithm processing on the initial model are shown in Appendix A. Based on Appendix A, the results of the measurement model evaluation show that all constructs in this study have good reliability and validity levels. This can be seen from the factor loadings, Cronbach's alpha (α), rho_A, composite reliability (CR), and average variance extracted (AVE) values that meet the PLS-SEM criteria, namely factor loading > 0.70 , CR > 0.70 , and AVE > 0.50 (Hair et al., 2019).

After convergent reliability and validity, it is necessary to evaluate discriminant validity to ensure that each construct in this study is empirically distinct. Two commonly used methods are the Fornell–Larcker criterion and HTMT (heterotrait-monotrait ratio of correlations), as shown in Table 2.

Based on Table 2, the HTMT test results show that all constructs have values below 0.90 (Henseler et al., 2015). This indicates that each construct can be empirically distinguished. In addition, the Fornell–Larcker criterion results are also consistent, where the AVE square root value of each construct is higher than its correlation with other constructs. Thus, the constructs of employee preference (X1), organizational culture (X2), work style (X3), mental health (Z), and employee performance (Y) are proven to have good discriminant validity, making them reliable for measuring phenomena among Generation Z employees in startup companies. After ensuring that all constructs meet the discriminant validity criteria through the HTMT and Fornell–Larcker tests, the next step is to evaluate the potential for multicollinearity among the indicators. The test was conducted using the variance inflation factor (VIF) value, where a VIF value ≤ 5 indicates no multicollinearity issues (Hair et al., 2021). The test results are presented in Table 3.

Table 2. Discriminant validity

Constructs	1	2	3	4	5
Heterotrait-Monotrait Ratio (HTMT)					
Organizational Culture	???				
Performance of Gen Z	0.898				
Mental Health of Gen Z	0.746	0.768			
Preference of Gen Z	0.891	0.888	0.762		
Work Style of Gen Z	0.680	0.730	0.667	0.742	
Fornell-Larcker Criterion					
Organizational Culture	0.742				
Mental Health of Gen Z	0.704	0.780			
Performance of Gen Z	0.626	0.693	0.837		
Preference of Gen Z	0.712	0.763	0.701	0.720	
Work Style of Gen Z	0.555	0.637	0.623	0.656	0.839

Table 3. Multicollinearity testing

Indicator X1	VIF	Indicator X2	VIF	Indicator X3	VIF	Indicator Z	VIF	Indicator Y	VIF
P1	1.800	C1	1.328	WS1	2.531	MH1	3.936	EP1	1.814
P2	1.935	C2	1.416	WS2	2.244	MH2	3.099	EP2	1.891
P3	1.937	C3	1.413	WS3	2.365	MH3	3.286	EP3	1.627
P4	1.797	C4	1.384	WS4	2.598	MH4	3.720	EP4	1.861
P5	2.068			WS5	2.308	MH5	3.060	EP5	1.820
P6	2.135					MH6	4.978		
P7	1.818					MH7	3.191		
P8	1.826					MH8	3.542		
						MH9	4.111		

Based on Table 3, the results of the multicollinearity test show that all variance inflation factor (VIF) values of the indicators in the preference, culture organization, work style, mental health, and employee performance variables are in the range of 1.627 to 4.978. These values are below the threshold of 5.0 (Hair et al., 2019), so it can be concluded that there is no multicollinearity problem in the research model. Thus, each indicator in the variables studied is considered independent and suitable for use in further analysis. The next step is to test the hypotheses using SEM-PLS to determine the effect of each independent variable on the dependent variable and the mediating effect in this study. The results of the hypotheses testing are shown in Table 4.

Based on Table 4, hypothesis 1, namely the effect of Gen Z preferences on Gen Z performance, shows a beta value of 0.428, a *t*-statistic of 5.170, and a *p*-value of 0.000 (<0.05). This indicates that Gen Z preferences have a positive and significant effect on their performance in startup companies. The magnitude of this variable's contribution is reflected in the $R^2 = 0.593$ and $f^2 = 0.309$ values,

indicating a substantial effect. Thus, hypothesis 1 is supported. Next, hypothesis 2, namely Gen Z's work style on Gen Z's performance, has a beta value of 0.194, a *t*-statistic of 3.038, and a *p*-value of 0.002 (<0.05), indicating that Gen Z's work style has a positive and significant effect on their performance. The contribution of this variable is reflected in $f^2 = 0.032$, which indicates a small to moderate effect. Finally, hypothesis 2 is supported.

Meanwhile, hypothesis 3 on the influence of organizational culture on Gen Z performance has a beta value of 0.292, a *t*-statistic of 4.160, and a *p*-value of 0.000 (<0.05), indicating that organizational culture has a positive and significant effect on Gen Z performance. The magnitude of this variable's influence is shown by $f^2 = 0.087$, which is classified as a moderate influence. Therefore, hypothesis 3 is supported. Furthermore, the analysis shows that hypothesis 4, namely the influence of Gen Z preferences on Gen Z mental health, has a beta value of 0.384, a *t*-statistic of 4.319, and a *p*-value of 0.000 (<0.05). This indicates that Gen Z preferences have a positive and significant effect on their mental health, thus supporting H4.

Table 4. Hypotheses testing

Hypothesis	Beta	Mean	STDEV	T-statistics	P values	2.5%	97.5%	R ²	f ²	Decision
Direct Effects										
H1 Preference of Gen Z → Performance of Gen Z	0.428	0.427	0.083	5.170	0.000	0.259	0.582	0.674	0.131	Supported
H2 Work Style of Gen Z → Performance of Gen Z	0.194	0.192	0.064	3.038	0.002	0.074	0.321		0.032	Supported
H3 Organizational Culture → Performance of Gen Z	0.292	0.296	0.070	4.160	0.000	0.164	0.440		0.087	Supported
H4 Preference of Gen Z → Mental Health of Gen Z	0.384	0.379	0.089	4.319	0.000	0.205	0.552	0.559	0.132	Supported
H5 Work Style of Gen Z → Mental Health of Gen Z	0.253	0.251	0.072	3.500	0.000	0.119	0.409		0.080	Supported
H6 Organizational Culture → Mental Health of Gen Z	0.212	0.205	0.080	2.641	0.008	0.049	0.364		0.049	Supported
H7 Mental Health → Performance of Gen Z	0.202	0.191	0.071	2.861	0.004	0.053	0.327		0.055	Supported
Indirect Effects										
H8 Preference of Gen Z → Mental Health → Performance of Gen Z	0.078	0.073	0.033	2.383	0.017	0.016	0.144			Supported
H9 Work Style of Gen Z → Mental Health → Performance of Gen Z	0.051	0.047	0.022	2.374	0.018	0.010	0.095			Supported
H10 Organizational Culture → Mental Health → Performance of Gen Z	0.043	0.040	0.023	1.894	0.058	0.004	0.092			Not Supported

Next, hypothesis 5, namely the effect of Gen Z's work style on Gen Z's mental health, has a beta value of 0.253, a *t*-statistic of 3.500, and a *p*-value of 0.000 (<0.05), indicating that Gen Z's work style has a positive and significant effect on mental health, thus supporting H5. Hypothesis 6, namely the influence of organizational culture on the mental health of Gen Z, shows a beta of 0.212, a *t*-statistic of 2.641, and a *p*-value of 0.008 (<0.05), indicating that organizational culture has a positive and significant effect on mental health, thus supporting H6. Then, hypothesis 7, namely mental health on the performance of Gen Z, has a beta of 0.202, a *t*-statistic of 2.861, and a *p*-value of 0.004 (<0.05), indicating that mental health has a positive and significant effect on the performance of Gen Z, thus supporting H7.

For the indirect effect, namely hypothesis 8, the influence of Gen Z preference mediated by mental health on Gen Z performance, has a beta of 0.078, a *t*-statistic of 2.383, and a *p*-value of 0.017 (<0.05), indicating a significant indirect effect, thus supporting this path. Hypothesis 9, namely the effect of Gen Z's work style mediated by mental health on Gen Z's performance, also has a positive and significant indirect effect with a beta of 0.051, a *t*-statistic of 2.374, and a *p*-value of 0.018 (<0.05), thus supporting this path. However, hypothesis 10, namely the effect of organizational culture mediated by mental health on the performance of Gen Z, has a beta of 0.043, a *t*-statistic of 1.894, and a *p*-value of 0.058 (>0.05), so this indirect effect is not supported.

4. DISCUSSION

Generation Z entering the workforce shows different preferences compared to previous generations, especially in the context of dynamic and challenging startup companies. In today's workplace, dominated by Generation Z, research on how to improve employee performance and maintain the mental health of Generation Z is urgently needed. The results of this study provide important insights into the factors that influence employee performance and maintain the mental health of Generation Z (Gen Z) employees in startup companies. Specifically, this study highlights the influence of employee preferences, work styles, and or-

ganizational culture on employee performance, as well as the role of mental health as a mediator. Of the 10 hypotheses proposed, 9 were accepted, and 1 was rejected.

The results show that Generation Z employees' work preferences have a significant influence on performance. Based on the factor loading results, Generation Z's desire to have a job that benefits society received the highest score (0.733), indicating that socially contributing activities are a dominant factor in shaping preferences. This is highly relevant to Generation Z, who value meaningful work and opportunities to contribute socially, as well as desire autonomy in their work (Nieżurawska et al., 2023). Followed by other indicators such as flexible working hours, these findings are in line with Al-Twal et al. (2025), Mabaso (2025), and Nguyen et al. (2023), who emphasize that meeting employee preferences, including work flexibility and balancing personal and professional life in technology-based companies, has a positive impact on job satisfaction and employee loyalty. In the context of startups, fulfilled work preferences drive innovation, creativity, and commitment to organizational goals, enabling employees to achieve higher performance both in completing individual tasks and contributing to the team (Bou Hatoum & Nassereddine, 2025; Mabaso, 2025). This confirms that organizations that understand and accommodate employee work preferences can increase intrinsic motivation and long-term performance (Kozák, 2020).

Work style of Generation Z employees has a significant impact on performance. Based on the factor loading results, the career development opportunity indicator has the highest score (0.861), indicating that opportunities for competency and career development are dominant factors in shaping the work style of Generation Z. Startup companies demand rapid adaptation to change and creative task completion. A work style that provides opportunities for employees to develop competencies while working collaboratively has been proven to improve their ability to face challenges, complete tasks with high quality, and contribute to the achievement of overall organizational goals (Gabrielsson & Winlund, 2010). This is followed by other indicators such as freedom to use one's own judgment, helping coworkers, performing

various tasks, and receiving appreciation from superiors, which consistently reflect employee work styles (Moslehpour et al., 2019). This shows that Generation Z emphasizes autonomy, collaboration, and appreciates recognition for their contributions. These findings are also in line with Yada and Kurahashi (2021), who state that a participatory and flexible work style increases employee effectiveness, productivity, and engagement. Therefore, organizations that support Generation Z's work style not only improve individual effectiveness but also strengthen team and overall organizational performance, highlighting the importance of managing work styles that are appropriate for the characteristics of the younger generation in the modern workplace (Al Montaser et al., 2025; Moslehpour et al., 2019).

In line with previous findings, organizational culture has also been shown to have a significant influence on the performance of Generation Z employees. Based on the factor loading results, consistency between leaders and employees in applying organizational values had the highest score (0.763), indicating that adherence to shared values is a dominant factor in shaping organizational culture. This finding is in line with Ariani (2023), who states that a positive organizational culture with shared values can improve employee performance. In addition, Harlianto et al. (2024) stated that a healthy work culture and good leadership can increase productivity, motivation, and performance. This is followed by indicators of rapid adaptation to technological and market changes, encouragement to participate in decision-making, communication of new ideas, and a clear understanding of the company's mission (Kang & Lee, 2021). These findings are consistent with Dwidienawati et al. (2024), who emphasize that organizational culture in the context of dynamic startups is built through open communication, collaboration, and organizational resilience. Based on the characteristics mentioned above, the organizational culture of startups in Medan has adopted the teal model, as it emphasizes shared goals, self-management, and integrity to achieve economic and social benefits (de Gennaro et al., 2023).

The next finding is that Generation Z's work preferences at Medan startups have a significant impact on their mental health. Mabaso (2025) and

Kozák (2020) also confirmed that preferences, such as competitive salaries, benefits, and a clear reward system, increase the motivation and resilience of Generation Z employees. This finding is also in line with Waworuntu et al. (2022), who state that meeting work preferences can reduce stress levels and improve the psychological well-being of employees, enabling them to better cope with work pressure and remain motivated. In the context of startups, when work preferences are met, employees feel valued, find meaning in their work, and are better able to maintain psychological balance, which in turn supports their performance and engagement.

The influence of Generation Z's work style in Medan startups has been proven to significantly affect mental health. These findings support Moslehpour et al. (2019), who show that a work style that supports autonomy, competency development, and collaboration can increase a sense of competence and motivation, enabling employees to face work demands without excessive fatigue. This is also in line with Nakash (2024) and Nguyen et al. (2024), who confirmed that a work style that is in line with Generation Z values has a positive effect on mental health through an increase in employees' psychological safety and emotional well-being. In the dynamic work environment of a startup company, the right work style helps Generation Z stay mentally healthy, enabling them to remain focused, creative, and psychologically healthy, thereby staying productive and contributing optimally to organizational goals.

Furthermore, organizational culture has a significant impact on the mental health of Generation Z. This finding is in line with Hasan (2023), who confirms that an organizational culture that supports employee engagement and organizational learning contributes to better mental health, thereby promoting sustained employee engagement and performance. A healthy work environment and good leadership directly contribute to employee mental health (Harlianto et al., 2024). In the context of Generation Z, organizational culture plays an important role in maintaining mental health, as positive work values and norms can reduce psychological stress and increase job satisfaction, as shown by Ariani (2023).

The last direct effect tested in this study was the significant influence of employee mental health on Generation Z performance. Based on the stress factor, the dominant indicator was fatigue (0.855), followed by anxiety, motivation, and concentration. These findings support Waworuntu et al. (2022), who state that psychological conditions affect focus, motivation, and work productivity. Mentally healthy Generation Z individuals are better able to face work challenges, complete tasks on time, and contribute to the achievement of organizational goals, making mental health an important factor in supporting individual and team performance. The findings are also reinforced by Lu et al. (2022), who show that employee mental health has a positive effect on performance. These results confirm that healthy psychological conditions enable employees to actively engage and generate innovative ideas in their work. Furthermore, Huang et al. (2022) emphasize that good mental health enhances the resilience of Generation Z employees in facing pressure and changes in the work environment, which ultimately contributes to improved individual performance.

In addition to direct effects, this study also examines indirect mechanisms to understand how the relationship between variables occurs in greater depth. The work preferences of Generation Z indirectly affect performance through mental health. This is in line with Chen et al. (2022), who confirm that mental health can mediate the relationship between endogenous and exogenous variables. In the context of this study, mental health serves as a mediator that explains how the influence of Generation Z's work preferences translates into more optimal performance. The findings of this study emphasize the importance of organizations' understanding employee preferences, because fulfilling preferences not only improves psychological well-being but also has the potential to support performance, even though the direct influence of preferences on performance remains more dominant (Mosharrafa et al., 2024; Waworuntu et al., 2022).

Furthermore, work style significantly affects performance indirectly through mental health. This study is in line with Yada and Kurahashi (2021), who found that a work style that provides spatial flexibility and intensive interaction patterns among employees has been proven to have a positive effect on performance improvement, especially through rapid and collaborative informal communication. In this study, this mechanism is explained through the role of mental health as a mediator, which enables employees to respond to work demands in a more adaptive and sustainable manner. Work styles are crucial in supporting the mental health of Generation Z, which is essential for maximizing their productivity and engagement (Al Montaser et al., 2025; Moslehpour et al., 2019). This confirms that the positive effects of work styles are only felt when employees have healthy and balanced psychological conditions.

The latest finding shows that mental health cannot act as a mediating variable between the influence of organizational culture on employee performance. Although organizational culture affects mental health, this influence is not strong enough to translate into mediation of performance improvement, so that the indirect effect formed is relatively weak and insignificant. This finding contradicts Ariani (2023) and Hasan (2023), who state that organizational culture contributes to improved employee performance both directly and through psychological mechanisms. However, the results of this study are in line with those of José et al. (2025), who found that although organizational culture can affect performance through psychological mechanisms such as organizational support and motivation, the mediating effect is not very significant and is greatly influenced by individual factors and organizational dynamics. In the context of Generation Z and the dynamic startup work environment, these findings indicate that the influence of organizational culture on performance likely operates through other pathways that are more dominant than mental health.

CONCLUSION

This study aims to examine the effects of work preferences, organizational culture, and work style on the performance of Generation Z employees in startup companies, as well as the role of mental health as an intervening variable. The results show that work preferences, work style, and organizational cul-

ture have a significant effect on the performance of Generation Z, and work preferences, work style, and organizational culture also have a significant effect on mental health. Furthermore, mental health significantly affects performance and functions as an intervening variable that strengthens the influence of work preferences and work styles on performance. However, the mediating effect of mental health on the influence of organizational culture on performance is not significant, indicating that organizational culture exerts a stronger direct influence than through psychological mechanisms. These findings confirm that fulfilling work preferences, managing work styles, and implementing appropriate organizational culture are crucial for improving the performance of Generation Z employees working in startup companies, while mental health acts as an intervening variable that strengthens the influence of preferences and work styles on the performance of Generation Z employees in startup companies. This study has limitations, including the fact that the data collected were only from startup companies in Medan, so generalizations to other industries or regions may be limited, as well as the possibility of other mediating or moderating variables, such as engagement or job satisfaction, which have not been analyzed in depth. Therefore, further research is recommended to test more complex mediation or moderation models and expand the sample to various types of industries and locations to produce more comprehensive and globally applicable findings.

AUTHOR CONTRIBUTIONS

Conceptualization: Elisabet Siahaan, Sri Annisa, Lasma Siahaan.

Data curation: Elisabet Siahaan, Sri Annisa, Ewy Ritonga, Lasma Siahaan.

Formal analysis: Elisabet Siahaan, Sri Annisa, Ewy Ritonga, Hafiszah Ismail.

Investigation: Sri Annisa, Ewy Ritonga, Lasma Siahaan.

Methodology: Elisabet Siahaan, Sri Annisa, Ewy Ritonga.

Project administration: Elisabet Siahaan, Sri Annisa, Hafiszah Ismail.

Resources: Ewy Ritonga, Hafiszah Ismail.

Software: Sri Annisa.

Supervision: Elisabet Siahaan, Hafiszah Ismail, Lasma Siahaan.

Validation: Elisabet Siahaan, Sri Annisa, Hafiszah Ismail, Lasma Siahaan.

Visualization: Elisabet Siahaan, Ewy Ritonga, Hafiszah Ismail, Lasma Siahaan.

Writing – original draft: Elisabet Siahaan, Sri Annisa, Ewy Ritonga.

Writing – review & editing: Elisabet Siahaan, Sri Annisa, Hafiszah Ismail, Lasma Siahaan.

ACKNOWLEDGMENT

We would like to express sincere gratitude to Universitas Sumatera Utara and the Faculty of Economics and Business for their continuous support throughout this research.

REFERENCES

1. Abdullaeva, M. S. (2020). Woman in the labor market: Uzbekistan and world practice. *Journal of Advanced Research in Dynamical and Control Systems*, 12(7si), 2138-2144. <https://doi.org/10.5373/JARDCS/V12SP7/20202333>
2. Agarwal, S., Agrawal, V., & Dixit, J. K. (2023). Exploration of factors for promoting women-owned digital enterprises: A conceptual viewpoint. *International Journal of Business Excellence*, 29(4), 581-599. <https://doi.org/10.1504/IJBEX.2023.130229>
3. Al Montaser, M., Masha, M., Sujana, S., Al-Hareth, M.A.H., Al-Mubaideen, M.A., & Khaled, A. (2025). Trends in employee performance: A comprehensive review and bibliometric analysis using Scopus and WOS. *SA Journal of Human Resource Management*, 23(1). <https://doi.org/10.4102/sajhrm.v23i0.2887>
4. Al-Twal, A., Jarrar, D. M. F., Bedevian, V., & Eblan, M. (2025). Unlocking potential: Examining Generation Z's vision for career growth in the Jordanian context. *International Journal of Organizational Analysis*, 33(2), 4419-4443. <https://doi.org/10.1108/IJOA-10-2024-4887>
5. Annisa, Sri., Siahaan, Elisabet., Lumbanraja, Prihatin & Absah, Yeni. (2025). Improving employee performance by building stress

- management among banking employees. *Banks and Bank Systems*, 20(4), 87-99. [https://doi.org/10.21511/bbs.20\(4\).2025.08](https://doi.org/10.21511/bbs.20(4).2025.08)
6. Ariani, D. W. (2023). Exploring relationship of job satisfaction, organizational culture, and employee performance in small medium enterprise. *International Journal of Professional Business Review*, 8(2). <https://doi.org/10.26668/business-review/2023.v8i2.876>
 7. Bou Hatoum, M., & Nassereddine, H. (2025). Becoming an employer of choice for Generation Z in the construction industry. *Buildings*, 15(2). <https://doi.org/10.3390/buildings15020263>
 8. Chen, B., Wang, L., Li, B., & Liu, W. (2022). Work stress, mental health, and employee performance. *Frontiers in Psychology*, 13, Article 1006580. <https://doi.org/10.3389/fpsyg.2022.1006580>
 9. Choudhury, S., Dutta, M. G., Routray, P., & Dash, A. K. (2024). Organizational factors affecting innovative HR practices and systems: A way to creating the new Gen workplace. In *The Role of HR in the Transforming Workplace: Challenges, Technology, and Future Directions* (pp. 133-150). Springer. <https://doi.org/10.4324/9781003372622-10>
 10. de Gennaro, D., Mormile, S., Piscopo, G., & Adinolfi, P. (2023). In the jungle, the mighty jungle, the zebras are teal tonight: Investigating the organizational forms of Generation Z-driven Italian start-ups. *Journal of Small Business and Enterprise Development*, 30(6), 1129-1155. <https://doi.org/10.1108/JSBED-02-2023-0063>
 11. Demircan, M. L., & Ersoy, M. M. (2024). A study on detecting prioritized employee engagement areas affecting corporate culture sustainability from the Generation-Z workforce perspective using intuitionistic fuzzy set extensions. In C. Kahraman, S. Cevik Onar, S. Cebi, B. Oztaysi, A.C. Tolga, & I. Ucal Sari (Eds.), *Lecture Notes in Networks and Systems* (pp. 559-566). Cham: Springer. https://doi.org/10.1007/978-3-031-70018-7_62
 12. Dieguez, T., Loureiro, P., & Ferreira, I. (2024). The gap between the expectations of Gen Z and organizations in Industry 4.0. In *2024 International Conference on Intelligent Systems and Computer Vision (ISCV 2024)* (pp. 1-6). IEEE. <https://doi.org/10.1109/ISCV60512.2024.10620114>
 13. Dwidienawati, D., Jatmiko, L. A., Dewanti, R. N., & Gandasari, D. (2024). Organization culture and employee experience: Do they affect job satisfaction and turnover intention? *WSEAS Transactions on Business and Economics*, 21(1), 73-82. <https://doi.org/10.37394/23207.2024.21.18>
 14. Febriana, A., & Mujib, M. (2024). Increasing productivity of Gen Z employees: The role of flexible work arrangements and participative style. *SA Journal of Human Resource Management*, 22(1). <https://doi.org/10.4102/sajhrm.v22i0.2489>
 15. Gabriellson, J., & Winlund, H. (2010). Boards of directors in small and medium-sized industrial firms: Examining the effects of the board's working style on board task performance. *Entrepreneurship & Regional Development*, 22(4), 311-330. <https://doi.org/10.1080/08985620050177930>
 16. Goryunova, E., & Jenkins, D. (2023). Digital natives: Shaping the future of leadership-follower dyad worldwide. In *Handbook of Global Leadership and Followership: Integrating the Best Leadership Theory and Practice*. https://doi.org/10.1007/978-3-030-75831-8_22-1
 17. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). SAGE. Retrieved from <https://uk.sagepub.com/en-gb/eur/a-primer-on-partial-least-squares-structural-equation-modeling-pls-sem/book270548>
 18. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *Partial least squares structural equation modeling (PLS-SEM) Using R: A workbook*. Springer. Retrieved from <https://link.springer.com/book/10.1007/978-3-030-80519-7>
 19. Harlianto, J., Prabowo, H., Hamsal, M., & Simatupang, B. (2024). Technological, physical and cultural strategies for Generation X and Y toward their performance. In M. Busu (Ed.), *Rethinking Business for Sustainable Leadership in a VUCA World* (pp. 193-207). Springer. https://doi.org/10.1007/978-3-031-50208-8_12
 20. Hasan, H. (2023). Effect of organizational culture on organizational learning, employee engagement, and employee performance: Study of banking employees in Indonesia. *Problems and Perspectives in Management*, 21(3), 471-482. [https://doi.org/10.21511/ppm.21\(3\).2023.38](https://doi.org/10.21511/ppm.21(3).2023.38)
 21. Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
 22. Howe, N., & Strauss, W. (2023). *The fourth turning: An American prophecy*. Broadway Books. Retrieved from https://epdf.tips/the-fourth-turning-an-american-prophecy.html?utm_source
 23. Huang, Z., Choi, D.-H., Lai, B., Lu, Z., & Tian, H. (2022). Metaverse-based virtual reality experience and resilience performance in the sports economy: The mediating role of mental health and performance anxiety. *Frontiers in Public Health*, 10, Article 991489. <https://doi.org/10.3389/fpubh.2022.991489>
 24. Jayathilake, H. D., Daud, D., Eaw, H. C., & Annuar, N. (2021). Employee development and retention of Generation-Z employees in the post-COVID-19 workplace: A conceptual framework. *Benchmarking: An International Journal*, 28(7), 2343-2364. <https://doi.org/10.1108/BIJ-06-2020-0311>
 25. José, R., Palma-Moreira, J., & Au-Yong-Oliveira, M. (2025). Organizational culture and perceived performance: Mediation of perceived organizational support and moderation of motivation. *Admin-*

- istrative Sciences*, 15(8). <https://doi.org/10.3390/admsci15080307>
26. Kang, E., & Lee, H. (2021). Employee compensation strategy as sustainable competitive advantage for HR education practitioners. *Sustainability*, 13(3). <https://doi.org/10.3390/su13031049>
 27. Katsaros, K. (2024). Gen Z employee adaptive performance: The role of inclusive leadership and workplace happiness. *Administrative Sciences*, 14(8). <https://doi.org/10.3390/admsci14080163>
 28. Kozák, M. (2020). What matters in a job? A multi-level study of job preference orientations and the intrinsic quality of work in 25 societies. *Societies*, 10(3). <https://doi.org/10.3390/soc10030062>
 29. Lu, X., Yu, H., & Shan, B. (2022). Relationship between employee mental health and job performance: Mediation role of innovative behavior and work engagement. *International Journal of Environmental Research and Public Health*, 19(11). <https://doi.org/10.3390/ijerph19116599>
 30. Mabaso, C. (2025). Reward preferences to attract and retain Generation Z. *Acta Commercii*, 25(1). <https://doi.org/10.4102/ac.v25i1.1345>
 31. Mosharrafa, R. A., Nazmun-nahar, M. A. B. Kh., & Islam, Md. (2024). Evaluation of mental health problems and psychological burnout among the bankers in Bangladesh: A cross-sectional study. *WORK: A Journal of Prevention, Assessment & Rehabilitation*, 80(4), 1640-1652. <https://doi.org/10.1177/10519815241292440>
 32. Moslehpour, M., Altantsetseg, P., Mou, W., & Wong, W.-K. (2019). Organizational climate and work style: The missing links for sustainability of leadership and satisfied employees. *Sustainability*, 11(1). <https://doi.org/10.3390/su11010125>
 33. Nakash, M. (2024). More money and less diversity: What is the ideal workplace according to the Gen-Z perception? *Proceedings of the European Conference on Management, Leadership and Governance*, 20(1), 723-726. Retrieved from <https://www.scopus.com/pages/publications/85215692025>
 34. Nguyen, T. N., Mai, D. V., & Vu, A. T. (2024). Study of factors influencing the organizational commitment of Generation Z working in the IT sector of Vietnam. *Journal of Infrastructure, Policy and Development*, 8(7). <https://doi.org/10.24294/jipd.v8i7.4706>
 35. Nguyen, T. T. Q., Tran, N. G., & Nguyen, T. T. (2023). Social capital and digital transformation of startups in Vietnam during the Covid-19 pandemic: The mediating role of human capital and access to resources. *Management Systems in Production Engineering*, 31(1), 33-42. <https://doi.org/10.2478/mspe-2023-0005>
 36. Nieżurawska, J., Kycia, R. A., & Niemczynowicz, A. (2023). Preface. In *Managing Generation Z: Motivation, Engagement and Loyalty* (pp. v-viii). Springer. <https://doi.org/10.4324/9781003353935-1>
 37. Osorio, M. L., & Madero, S. (2025). Explaining Gen Z's desire for hybrid work in corporate, family, and entrepreneurial settings. *Business Horizons*, 68(3), 83-93. <https://doi.org/10.1016/j.bushor.2024.02.008>
 38. Rahim, M. F. B. A., & Hashim, R. B. C. (2024). New generation demands flexibility: Are we ready? *Malaysian Journal of Qualitative Research*, 10(2). <https://doi.org/10.61211/mjqr100203>
 39. Rumijati, A., Novianti, K. R., Ari-fiani, R. S., Wuriyanto, A. B., & Fad-hilah, N. (2025). Work flexibility and work-life balance: Exploring the moderating role of resilience in Generation Z and Millennial. *Jurnal Fokus Manajemen Bisnis*, 15(2), 184-198. <https://doi.org/10.12928/fokus.v15i2.13021>
 40. Saritha, T., & Akthar, P. (2024). The impact of hybrid work models on employee well-being and engagement. *Communications on Applied Nonlinear Analysis*, 31(5s). <https://doi.org/10.52783/cana.v31.1003>
 41. Sudaryono. (2023). *Research methodology: Quantitative, qualitative, and mix methods*. Depok: Rajawali Pers.
 42. Tang, C. S.-K., Chow, T. S., Lui, W. K., Yuen, W. W. Y., & Ngai, J. T. K. (2026). Generational analyses of prevalence, relative risks and protective factors of anxiety and depression symptoms among adult Chinese in Hong Kong. *Journal of Affective Disorders*, 393(Part A), Article 120359. <https://doi.org/10.1016/j.jad.2025.120359>
 43. Waworuntu, E. C., Kainde, S. J. R., & Mandagi, D. W. (2022). Work-Life Balance, Job Satisfaction and Performance Among Millennial and Gen Z Employees: A Systematic Review. *Society*, 10(2), 384-398. <https://doi.org/10.33019/society.v10i2.464>
 44. Yada, S., & Kurahashi, S. (2021). Relationship between performance and work style extracted from location data. In G. Jezic, J. Chen-Burger, M. Kusek, R. Sperka, R.J. Howlett, & L.C. Jain (Eds.), *Agents and multi-agent systems: Technologies and applications 2021* (pp. 299-309). Cham: Springer. https://doi.org/10.1007/978-981-16-2994-5_25
 45. Zain, K. N., Ardiansyah, R. P., & Fachrunnisa, O. (2025). Bridging generations: Aligning HRM with Generation Z's expectations for organizational success – A systematic literature review. In L. Barolli, T. Enokido, & I. Woungang (Eds.), *Complex, Intelligent and Software Intensive Systems* (pp. 131-143). Cham: Springer. https://doi.org/10.1007/978-3-031-96096-3_13

APPENDIX A

Table A1. Factor loadings, path coefficient (α) values, rho A reliability, composite reliability (CR), and average variance extracted (AVE)

Constructs	Factor loadings	α	Rho A	CR	AVE
Work Style					
I have the freedom to use my own judgment at work.	0.852				
I have the opportunity to help my coworkers complete their tasks.	0.835				
My job gives me the opportunity to do different things from time to time.	0.834	0.895	0.897	0.923	0.704
I have the opportunity to develop my career at this startup.	0.861				
My supervisor shows appreciation and praise for my performance.	0.814				
Organizational Culture					
Our organization quickly adapts to technological and market changes.	0.709				
Leaders and employees consistently act according to shared organizational values.	0.763	0.728	0.730	0.831	0.551
I am encouraged to participate in decisions and contribute new ideas.	0.752				
I clearly understand the company's mission and how my work supports it.	0.744				
Mental Health					
I often feel anxious or stressed due to the pressure of achieving digital work targets.	0.849				
I frequently feel exhausted or drained even though my work allows flexibility.	0.855				
I find it difficult to sleep or disconnect mentally from work after hours.	0.845				
I have lost motivation or enthusiasm to innovate or collaborate with my team.	0.850				
I find it hard to concentrate because of digital distractions and multitasking.	0.792	0.947	0.949	0.955	0.700
I often feel less competent compared to my peers or teammates.	0.831				
I feel that my work lacks meaning or contribution to the organization's goals.	0.842				
I feel isolated even though I frequently interact with colleagues through online tools.	0.843				
I struggle to manage my emotions when facing high work pressure or team conflicts.	0.821				
Employee Preference					
I want a job with a high income.	0.717				
I want a job that provides opportunities for growth and promotion.	0.719				
I want a job that is safe and secure.	0.719				
I enjoy working independently according to my responsibilities.	0.712	0.868	0.869	0.896	0.519
I want an interesting job that is not boring.	0.720				
I want the freedom to decide my own working hours and days.	0.721				
I want a job that is useful to society.	0.733				
I want my job to give me the opportunity to help others.	0.721				
Employee Performance					
I adequately complete assigned duties.	0.785				
I fulfill responsibilities specified in my job description.	0.793				
I perform expected tasks.	0.753	0.839	0.840	0.886	0.609
I meet the formal performance requirements established for my job.	0.792				
I engage in activities that directly affect my performance evaluations.	0.777				