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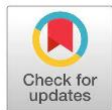
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Social Capital as a Driver of Performance Among Generation Z Employees in Jakarta

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Article History



Keywords

Work Stress, Work Conflict, Organizational Communication, Employee Performance, Generation Z

JEL Classification

M12, M54, J24, J28, Z13

Abstract

This study examines how occupational stress, workplace conflict, and organizational communication influence the work performance of Generation Z employees in Jakarta, Indonesia. The research is motivated by growing concerns over well-being and productivity among young professionals in urban settings, where high work demands and interpersonal challenges are prevalent. Using a quantitative approach, data were collected via surveys from 120 Gen Z employees across multiple industries in Jakarta. Multiple regression analysis was applied to assess both individual and collective impacts of the variables. Findings reveal that work-related stress negatively, though not significantly, impacts performance, whereas workplace conflict and organizational communication show positive and significant effects, with the latter emerging as the strongest predictor. Together, the three variables account for 26.5% of the variance in employee performance. These results underscore the value of fostering transparent communication and constructive conflict resolution to support the performance of young employees in today's evolving workplace.

Introduction

Indonesia is recognized as one of the most populous developing countries in the world with a population exceeding two hundred eighty-six million people. This immense population is distributed unevenly across regions with the highest density concentrated in urban centers such as the Special Capital Region of Jakarta which reported a population of over ten million people in 2023. According to Statistics Indonesia and the Central Bureau of Statistics 2020 demographic transition data the working age population currently dominates the workforce at over seventy percent. Within this demographic transition Generation Z individuals born between 1997 and 2012 constitute approximately twenty-seven-point nine four percent of the population which translates to over seventy-five million people. This massive influx of young workers presents both significant opportunities and profound management challenges for

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companies operating in dense urban environments. The intense economic activity and fierce competition in Jakarta specifically demand rapid adaptation from these young professionals which exposes them to severe psychological and social pressures that can dictate their overall career trajectory and success.

Navigating these demanding urban work environments inevitably brings workplace stress which acts as a primary factor influencing overall employee productivity and long-term performance. Continuous work-related stress deeply affects the workforce by causing severe psychosocial imbalances such as mental health deterioration decreased sleep quality low self-esteem and a noticeable reduction in organizational engagement (Wu & Zhou, 2023). To understand this phenomenon deeply Sari et al. (2021) categorize stress into two distinct types of namely positive stress known as eustress and negative stress known as distress. When stress remains at a manageable and reasonable level it serves as a powerful driving force that enhances work motivation and maximizes overall performance. Conversely when the pressure exceeds tolerable limits it transforms into distress which inevitably leads to a sharp decline in an individual employee productivity intrinsic motivation and overall work effectiveness.

Beyond individual psychological stress workplace conflict emerges as another critical social dynamic that heavily impacts the performance of Generation Z employees in Jakarta. These inevitable interpersonal conflicts frequently arise from fundamental differences in personal interests' divergent organizational goals or conflicting perspectives regarding the allocation of limited resources (Yasiri & Almanshur, 2022). Elaborating on this dynamic research by Pfajfar et al. (2019) clarifies that organizational conflict holds both constructive and destructive potential depending entirely on how it is managed. Negative conflict inherently creates toxic tension reduces teamwork efficacy and negatively impacts individual performance. In stark contrast positive conflict occurs when diverse ideas and contrasting perspectives actively stimulate innovation increase operational efficiency and streamline work processes. For Generation Z employees who are relatively new to the workforce engaging in well managed functional conflict effectively encourages creative problem solving generates fresh perspectives and directly elevates both individual and team performance.

To effectively manage both stress and conflict organizational communication serves as the fundamental mechanism that binds the modern workforce together. Organizational communication as defined by Pace and Faules (in Yunanti et al., 2022; Meske et al., 2020) is essentially the intricate process of exchanging and deeply understanding messages across various units within a corporate hierarchy. In the contemporary digital era efficient communication channels are not merely a convenience but an absolute necessity for creating a work environment that seamlessly combines team collaboration with strict task clarity. Honest and responsive communication proves particularly crucial for digital natives like Generation Z who inherently value transparency rapid feedback and open dialogues to express their creativity and dedication (Riono et al., 2020; Rosmita et al., 2026). Ultimately these interconnected social factors drive employee performance which Darvishmotevali & Ali (2020) describe as the level of success an individual achieves in fulfilling their core responsibilities efficiently and measurably. Maintaining this performance is critical because any significant decline among young employees directly threatens the long-term sustainability and competitive advantage of the company (Ekhsan & Septian, 2021).

Despite the recognized importance of these variables previous literature presents highly inconsistent empirical findings that leave a significant gap in current academic understanding. For instance, Aulia (2021) argues for a strong significant influence of work stress on employee outcomes whereas recent research by Valencia (2024) completely fails to find any such significant support. A similar academic contradiction exists regarding work conflict where the

significant positive impact discovered by Yanti & Anismadiyah (2024) directly contradicts the non-significant results reported by Rossa et al. (2024). Furthermore, the vital role of organizational communication highlighted as significant by Handayani et al. (2024) is strongly disputed by Astuti & Sholehah (2024) who found absolutely no significant influence in their study. Driven by these specific academic inconsistencies and the urgent need to understand modern workforce dynamics, this research examines how work stress work conflict and organizational communication collectively impact the performance of Generation Z employees in Jakarta.

Theoretical Framework

Social Capital Theory in the Modern Workplace

To explain the complex interplay between work stress, functional conflict, organizational communication, and employee performance, this study grounds its analysis in Social Capital Theory. First comprehensively conceptualized in an organizational context by Nahapiet & Ghoshal (1998), Social Capital Theory posits that the network of relationships among employees and the assets mobilized through those relationships constitutes a primary mechanism for value creation and organizational advantage. Adler & Kwon (2002) further expand on this by arguing that social relations dictate how effectively an organization adapts to internal and external challenges. The theory divides social capital into three interrelated dimensions namely structural relational and cognitive. Structural refers to the network of ties. Relational involves trust norms and obligations. Cognitive entails shared language and narratives. In evaluating the productivity of Generation Z employees this study theorizes that performance is not merely a function of individual resilience or isolated task execution. Rather performance is deeply mediated by the architecture of social relations within the workplace.

Organizational Communication as a Trust Building Mechanism

Within the Social Capital Theory framework organizational communication acts as the fundamental driver of both relational and cognitive social capital. Rather than viewing communication strictly as a logistical tool for task delegation this study frames it as a central trust building mechanism. Tsai & Ghoshal (1998) demonstrate that social interaction and open communication channels directly stimulate trust and trustworthiness among organizational members. Transparent rapid and consistent communication fosters shared meaning and collective norms while establishing deep interpersonal trust. For Generation Z employees who are heavily influenced by peer recognition social norms and a need for interpersonal connection robust communication channels provide essential social validation. Because communication is the strongest predictor of performance the theory explains that when structural ties are open and strong young employees feel safely integrated into a community. This trust accelerates knowledge sharing and collective coordination which directly drives operational efficiency and organizational economic value.

Work Conflict as Community Validation and Cognitive Capital

Traditional management models often view work conflict as a disruptor of productivity. However Social Capital Theory allows this study to reframe functional conflict as a catalyst for cognitive development and collective learning. Jehn (1995) established that task-based conflict within a trusting environment allows for the exchange of non-redundant information and the challenging of stagnant norms. When Generation Z employees engage in functional conflict they partake in a collective process of community validation. Instead of causing a breakdown in operations this friction serves as a rigorous testing ground where ideas gain

legitimacy and individuals earn peer respect. Furthermore, De Clercq et al. (2009) highlight that internal social capital transforms conflict into a driver of innovation rather than dysfunction. By converting workplace tension into productive validation functional conflict strengthens the cognitive dimension of social capital. This transformation ultimately leads to greater organizational adaptability innovation and sustained employee performance.

Mitigating the Risks of Work Stress through Social Cohesion

Finally, this theoretical model explains how group social dynamics counteract individual psychological strain. Occupational stress has the potential to severely deplete individual human capital. However, a highly developed social network acts as a psychological buffer against these pressures. Halbesleben (2006) emphasizes that social support built through strong relational capital significantly reduces exhaustion and job induced stress. The trust peer support and collective identity derived from a collaborative work environment help mitigate the negative impact of high job demands. Consequently, the finding that work stress does not have a significant negative effect on Generation Z performance is understood not simply as an individual trait of generational resilience but as a byproduct of protective social capital. The cooperative norms and transparent communication systems established within the organization successfully buffer the employee from the isolating risks of job stress. This buffering mechanism maintains baseline productivity and mitigates organizational risks such as high turnover.

Methods

This study employed a quantitative research methodology utilizing an associative research design to systematically examine the relationships between the independent and dependent variables. An associative approach was specifically chosen because it allows researchers to measure the degree of influence and causality that multiple predictor variables have on a single outcome variable within a structured framework.

Variables and Measurement

The theoretical model incorporates three distinct independent variables namely work stress work conflict and organizational communication alongside one dependent variable which is the work performance of Generation Z employees. To accurately quantify these latent psychological and social constructs the researchers utilized a structured questionnaire featuring a forced choice four-point Likert scale. The scale responses ranged from Strongly Agree weighted as one to Strongly Disagree weighted as four. This specific four point measurement system was deliberately selected to eliminate neutral central tendency bias obligating respondents to make a definitive choice which significantly increases the rigorousness and transparency of the self-reported data.

Population and Sampling Strategy

The target population for this empirical study comprised Generation Z employees actively working across various sectors within the highly dense Special Capital Region of Jakarta. To achieve a representative and statistically powered sample the researchers applied the established quantitative sampling guidelines formulated by Hair, 2014. This methodological guideline dictates that an adequate minimum sample size should be five to ten times the total number of measurement indicators deployed in the research instrument. Given that the constructed questionnaire contained a total of twenty specific measurement indicators the researchers successfully recruited a final purposive sample size of one hundred twenty

participants. This sample size mathematically ensures robust statistical power and minimizes standard error for the subsequent multiple regression models.

Data Collection and Analytical Procedures

Primary data collection was executed through a comprehensive dual approach combining structured field observations with the widespread distribution of standardized questionnaires. The structured observations allowed the researchers to contextually understand the actual behavioral patterns and daily routines within the work environment. Simultaneously the questionnaires systematically captured the individual views attitudes and workplace experiences of the young professionals. Following the rigorous data collection phase all raw data were meticulously tabulated and analyzed using SPSS statistical software to guarantee computational accuracy. The transparent analytical pipeline included comprehensive validity and reliability testing followed immediately by classical assumption tests covering normality multicollinearity and heteroscedasticity to ensure the dataset perfectly met all mathematical prerequisites before executing the final multiple linear regression analysis.

Results and Discussion

Validity Test

According to Arikunto, as quoted by (Najib & Nindiati, 2023), the validity of a research instrument refers to how accurately and consistently a measurement instrument constructs the intended variables. To test validity in this study, questionnaires were distributed to 120 respondents. The critical value of r-table was determined to be 0.179, calculated based on degrees of freedom ($df = n-2 = 118$) at a 5% significance level. Based on the decision criteria where an item is declared valid if the calculated r-value is greater than the calculated r-table, all questions in the questionnaire met the validity criteria. A more complete summary of the calculation results can be seen in Table 1.

Table 1. Validity Test Results

Variable	Statement	r-count	r-table	Information
Work Stress (X_1)	$X_{1.1}$	0.717	0.179	valid
	$X_{1.2}$	0.761	0.179	valid
	$X_{1.3}$	0.655	0.179	valid
	$X_{1.4}$	0.676	0.179	valid
	$X_{1.5}$	0.518	0.179	valid
Work Conflict (X_2)	$X_{2.1}$	0.737	0.179	valid
	$X_{2.2}$	0.649	0.179	valid
	$X_{2.3}$	0.879	0.179	valid
	$X_{2.4}$	0.783	0.179	valid
	$X_{2.5}$	0.819	0.179	valid
Organizational Communication (X_3)	$X_{3.1}$	0.570	0.179	valid
	$X_{3.2}$	0.922	0.179	valid
	$X_{3.3}$	0.920	0.179	valid
	$X_{3.4}$	0.694	0.179	valid
	$X_{3.5}$	0.901	0.179	valid

Reliability Test

Based on the statistical analysis in Table 2, all research variables, such as work stress (X_1), work conflict (X_2), organizational communication (X_3), and employee performance (Y),

demonstrated Cronbach's Alpha coefficient values above the minimum value of 0.60. These results confirm that all measurement instruments in this study meet the criteria for adequate reliability and internal consistency, allowing them to be used for further data collection.

Tabel 2. Reliability Test Results

Variable	Cronbach's Alpha	Results	Information
Work Stress (X ₁)	0.653	r between 0,600 -0,800	Reliable
Work Conflict (X ₂)	0.836	r between 0,600 -0,800	Reliable
Organizational Communication (X ₃)	0.860	r between 0,600 -0,800	Reliable
Performance of Generation Z Employees (Y)	0.812	r between 0,600 -0,800	Reliable

Classical Assumption Test

A normality test is performed to determine whether the residual distribution in a regression model follows a normal distribution. Meeting this normality assumption is essential for all statistical hypothesis testing. Commonly used techniques for testing data normality include the Kolmogorov-Smirnov and Shapiro-Wilk tests, and can also be visualized using a P-P plot or histogram. The applicable decision-making criterion is that if the significance value obtained is greater than 0.05, the data are considered normally distributed. In this study, the Kolmogorov-Smirnov test was used, and the following is a summary of the results obtained:

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test Unstandardized Residual		
N		120
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.84147777
Most Extreme Differences	Absolute	.079
	Positive	.079
	Negative	-.078
Test Statistic		.079
Asymp. Sig. (2-tailed)		.061 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the data processing shown in Table 3, the One-Sample Kolmogorov-Smirnov Test on the residuals yields an Asymp. Sig. (2-tailed) value of 0.061. This value is higher than the significance limit of 0.05, thus concluding that the residuals have a normal distribution. By fulfilling this normality assumption, the applied regression model meets the criteria for further analysis using parametric statistical methods.

Multicollinearity Test

The multicollinearity test aims to identify a strong relationship between independent variables in a regression model. Meeting this assumption is crucial to prevent bias in the regression coefficient calculations. To diagnose multicollinearity, we can look at the Tolerance and Variance Inflation Factor (VIF) values. A model is considered free of multicollinearity if the Tolerance value is greater than 0.10 and the VIF is less than 10.

Table 4. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	3.745	1.175			3.189	.002		
	Work Stress	-.075	.072	-.093		-1.042	.299	.790	1.266
	Work Conflict	.186	.065	.319		2.857	.005	.508	1.969
	Organizational Communication	.356	.056	.641		6.303	<.001	.612	1.633

a. Dependent Variable: Performance of Generation Z Employees

The statistical output in Table 4 shows that the Tolerance value for the Work Stress variable is 0.790 (VIF = 1.266), Work Conflict is 0.508 (VIF = 1.969), and Organizational Communication is 0.612 (VIF = 1.633). All of these values meet the criteria with Tolerance > 0.10 and VIF < 10. Based on these findings, it can be concluded that there is no indication of multicollinearity in the regression model, so the model meets the requirements for further regression analysis.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there are differences in residual variance among observations in a regression model (Djauhari & Supratin, 2023). This test aims to ensure that the residual distribution remains consistent for all values of the independent variable. An ideal regression model should meet the homoscedasticity assumption, where the residual variance remains constant. Various methods can be used to detect heteroscedasticity, such as the Glejser test, the Breusch-Pagan test, or visual analysis with scatterplots. If the significance value obtained is greater than 0.05, it can be concluded that the regression model does not experience heteroscedasticity.

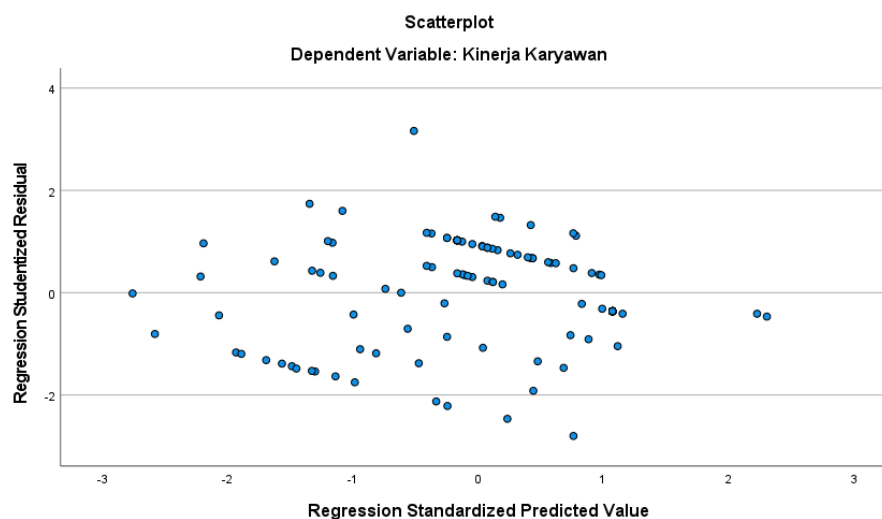


Figure 1. Results of Heteroscedasticity Test (Scatterplot)

Visually observing the scatterplot graph, it appears that the data points are randomly distributed across the positive and negative regions on the Y-axis without exhibiting any specific pattern such as spread, tapering, or wavy. This random distribution indicates that the residual variance is homogeneous (homoscedastic). Therefore, it can be concluded that the regression model meets the heteroscedasticity assumption and can be used for further statistical analysis.

Multiple Linear Regression Test

Multiple linear regression is used to evaluate the impact of several independent variables (X) on a single dependent variable (Y). This method helps researchers identify both the overall and individual relationships between variables, thus identifying which variables have the greatest influence on the dependent variable.

Table 5. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.745	1.175		3.189	.002		
	Work Stress	-.075	.072	-.093	-1.042	.299	.790	1.266
	Work Conflict	.186	.065	.319	2.857	.005	.508	1.969
	Organizational Communication	.356	.056	.641	6.303	<.001	.612	1.633

a. Dependent Variable: Performance of Generation Z Employees

Based on the data processing in Table 5, multiple linear regression analysis of work stress, work conflict, and organizational communication produces the following regression equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$Y = 3.745 - 0.075 (X_1) + 0.186 (X_2) + 0.356 (X_3) + e$$

Description:

Y = Performance of Generation Z Employees

α = Constant

X_1 = Work Stress

X_2 = Work Conflict

X_3 = Organizational Communication

β_1 = factor regression coefficients Work Stress

β_2 = factor regression coefficients Work Conflict

β_3 = factor regression coefficients Organizational Communication

Based on the results of multiple linear regression analysis, it can be interpreted that: The test results on the work stress variable show a regression coefficient of -0.075 with a significance value of 0.299 which exceeds the limit of $\alpha = 0.05$. This finding indicates that work stress has a negative, although not significant, effect on employee performance. In other words, although there is a tendency that increased work stress can reduce performance, this effect is not statistically strong enough. Meanwhile, the work conflict factor shows different results with a regression coefficient of 0.186 and a significance level of 0.005 which is lower than $\alpha = 0.05$. This indicates that work conflict has a positive and significant impact on employee performance. This phenomenon can be explained by the concept of functional conflict, where workplace tension can actually stimulate increased ideas, creativity, and work dynamics, ultimately contributing positively to performance. Furthermore, the organizational communication factor recorded the highest regression coefficient, at 0.356, with a significance level below 0.001. This finding indicates that organizational communication not only has a positive and significant influence on employee performance but is also the most influential factor. This is reinforced by the standardized beta coefficient value of 0.641, the highest among all variables. Thus, improving the quality of organizational communication will directly improve employee performance.

Coefficient of Determination Test

The coefficient of determination (R^2) value plays a role in assessing how well an independent variable can explain variations in the dependent variable. The R^2 or Adjusted R^2 number ranges from 0 to 1, where a higher value indicates better predictive ability. If the R^2 is close to zero, it means the independent variable's role in explaining changes in the dependent variable is very small. Conversely, an R^2 value close to one indicates that the independent variable has covered almost all the information needed to predict the dependent variable. In multiple regression analysis, the Adjusted R^2 becomes more important because it is adjusted for the number of predictor variables, thus providing a more accurate picture.

Table 6. Results of the Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 ^a	.265	.246	1.55926

a. Predictors: (Constant), Organizational Communication, Work Stress, Work Conflict

b. Dependent Variable: Performance of Generation Z Employees

Based on data analysis, the R^2 value was 0.265 and the Adjusted R^2 was 0.246. This indicates that the three independent variables (organizational communication, work stress, and work conflict) together can explain approximately 26.5% of the difference in employee performance, while the remaining 73.5% is influenced by other factors outside this study.

T-Test

Hypothesis testing is conducted to confirm the validity of previously formulated theoretical propositions. In this study, partial hypothesis testing was conducted using a t-test at a 95% confidence level ($\alpha = 0.05$). The purpose of this test is to examine the effect of each independent variable separately on the dependent variable. The rule used is that if the significance value (p-value) is lower than $\alpha = 0.05$, then the independent variable is considered to have a partially significant effect. The complete results of the t-test can be seen in Table 8 below.

Table 7. T Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.745	1.175		3.189	.002
Work Stress	-.075	.072	-.093	-1.042	.299
Work Conflict	.186	.065	.319	2.857	.005
Organizational Communication	.356	.056	.641	6.303	<.001

a. Dependent Variable: Performance of Generation Z Employees

The work stress variable (X_1) has a regression coefficient of -0.075 with a significance value of 0.299, which is higher than $\alpha = 0.05$. Therefore, H_1 , which assumes that work stress impacts employee performance, cannot be proven. Thus, increased work stress does not significantly affect the performance of Generation Z employees in this study.

The work conflict variable (X_2) yielded a regression coefficient of 0.186 with a significance level of 0.005 ($p < 0.05$). This finding supports H_2 , which states that work conflict has a positive and significant effect on performance. This result can be explained through the concept of functional conflict, where work dynamics and tensions actually encourage increased creativity, innovation, and productivity among Generation Z employees in DKI Jakarta.

The organizational communication variable (X_3) recorded the highest coefficient, namely 0.356, with a significance below 0.001. This confirms the acceptance of H_3 , which states that

organizational communication has a positive and significant effect on performance. With a standardized beta value of 0.641, this variable was also identified as the most dominant predictor. This means that improving the quality of communication within the organization will have a direct impact on improving the performance of Generation Z employees.

F-Test

The F-test is conducted to test the significance of the influence of all independent variables collectively on the dependent variable. This test aims to verify the feasibility of the constructed regression model in predicting the dependent variable. The results of the F-test with a significance level (α) of 5% are presented in the following table:

Table 8. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	101.437	3	33.812	13.907	<.001 ^b
Residual	282.029	116	2.431		
Total	383.467	119			

a. Dependent Variable: Performance of Generation Z Employees

b. Predictors: (Constant), Organizational Communication, Work Stress, Work Conflict

Based on statistical analysis, the F-value is 13.907 with a significance level of 0.001. Since this significance value is lower than $\alpha = 0.05$, it can be concluded that the variables of work stress, work conflict, and organizational communication have a significant influence simultaneously on employee performance. Therefore, the fourth hypothesis (H₄) which states that the three independent variables have an impact on employee performance can be accepted. This finding also shows that the developed regression model meets the feasibility standards and is reliable for predicting the performance of Generation Z employees in DKI Jakarta.

The evidence indicates that work stress does not exert a significant negative impact on the performance of Generation Z employees in Jakarta. While earlier academic discourse led by Aulia (2021) argued that stress significantly undermines productivity, these findings resonate more closely with the research conducted by Valencia (2024) who reported no such significant influence. This discrepancy suggests that Generation Z may possess adaptive coping mechanisms or resilience traits that shield their professional output from individual psychological burdens. A deeper explanation for this outcome lies in the protective nature of the work environment. As Hamdali & Liswandi (2023) argued, the deleterious effects of high workload are substantially minimized when employees are embedded within a supportive organizational framework that offers resource accessibility and social security. Consequently, the resilience demonstrated by these young professionals is not merely an individual attribute but an emergent property of the social support systems that buffer them against the isolating realities of occupational stress.

The positive influence of work conflict on employee performance provides a compelling counterpoint to the traditional view that discord is inherently destructive. Yanti & Anismadiyah (2024) emphasized that conflict can serve as a conduit for creativity and improved work dynamics. This aligns with the evidence provided by Batubara (2022) who found that conflict management often results in better organizational outcomes. These results diverge from the findings of Rossa et al. (2024) who noted negative impacts. The results here suggest that conflict functions as a mechanism for community validation where Generation Z employees use disagreements to refine ideas and earn peer recognition. This process transforms tension into a collaborative tool for professional development and innovation rather than a hindrance to operational success. By forcing employees to articulate their perspectives and engage in

collective learning, conflict serves as a rigorous testing ground that ultimately strengthens the social capital within the team.

Organizational communication stands out as the most dominant positive predictor of performance, suggesting that the flow of information is the primary lifeblood of this demographic group. This result mirrors the research of Handayani et al. (2024) who emphasized that transparent communication builds the necessary participation and harmony required for effective team output. The results contradict the findings of Astuti & Sholehah (2024) who failed to identify a significant link between communication and employee outcomes. However, the data confirms that communication is not just about task delegation, but functions as a core trust building mechanism. As Ambalika et al. (2024) observed, structured and transparent channels for internal communication are crucial for optimizing productivity among the younger workforces. For digital natives, responsiveness and honesty are essential requirements for feeling integrated, which allows them to translate organizational goals into tangible performance outcomes through shared understanding.

Finally, the simultaneous impact of work stress, work conflict, and organizational communication accounts for 26.5% of the variance in employee performance. This finding firmly establishes that the architecture of social relationships is a primary determinant of organizational efficiency. The broader implication is that companies must view social interactions as a strategic economic asset rather than a secondary concern. Organizations that successfully build trust through transparent communication and facilitate productive engagement through conflict management will be better positioned to sustain long term productivity. This study confirms that fostering a healthy social environment allows companies to mitigate the risks of high turnover and ensures that they remain adaptable in a competitive economic landscape.

Conclusion

Based on the research results and discussion presented above, it can be concluded that the first hypothesis states that work-related stress negatively but insignificantly affects the performance of Generation Z employees in DKI Jakarta. This means that although theoretically increased work stress can lead to decreased performance, in the case of Generation Z, the impact is not statistically significant. Generation Z demonstrates a fairly good ability to adapt when facing work pressure, as long as the stress intensity remains within reasonable limits. The second hypothesis states that conflict in the workplace has been proven to have a positive and significant impact on employee performance. These results indicate that well-managed conflict can trigger creativity, innovation, and work dynamics that ultimately help improve performance. In addition, the third hypothesis states that communication within the organization also shows a positive and significant influence on employee performance, functioning as an important element that supports active participation, collaboration, and alignment between employees and the organization.

Based on the results of this study, there are several significant managerial implications for organizations, particularly in managing Generation Z employees. Companies are advised to emphasize improving internal communication and resolving work-related conflicts positively, as these two factors have been shown to significantly impact work performance. Furthermore, it is important to continuously monitor and manage workplace stress levels in a balanced manner to prevent employee morale and productivity. Human resource management strategies should focus on creating a supportive, open, and collaborative work environment, enabling Generation Z employees to maximize their contribution.

This study has limitations because it only examined three factors: work stress, work conflict, and organizational communication, with a focus on Generation Z employees in the Jakarta area. There are many other elements that can influence employee performance that were not addressed in this study. Therefore, it is hoped that future research can include other relevant variables such as work motivation, employee satisfaction, or organizational culture, as well as expand the geographic scope and industry sectors to gain a deeper understanding of the factors that influence the performance of Generation Z employees in Indonesia.

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Declaration of AI Use

During the preparation of this work, the authors used Gemini 3.1 Pro to assist with paraphrasing sections of the text and brainstorming the interpretation of the research findings. After using this tool, the authors reviewed and edited the content as needed and take full responsibility for the content of the final publication.

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