

THE EFFECT OF SELF-ACTUALIZATION, FINANCIAL REWARDS, AND NON-PHYSICAL WORK ENVIRONMENT ON AFFECTIVE COMMITMENT MEDIATED BY MOTIVATION

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh aktualisasi diri, penghargaan finansial, dan lingkungan kerja non-fisik terhadap komitmen afektif yang dimediasi oleh motivasi pada karyawan Generasi Z di PT BPR Polatama Kusuma Ngawi. Generasi Z dikenal memiliki kebutuhan tinggi terhadap makna kerja, keseimbangan hidup, dan ruang aktualisasi diri, namun di perusahaan ini ditemukan masalah rendahnya motivasi dan penurunan keterikatan emosional. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik analisis SEM-PLS. Hasil penelitian menunjukkan bahwa aktualisasi diri, penghargaan finansial, dan lingkungan kerja non-fisik berpengaruh signifikan terhadap motivasi kerja, dan motivasi berperan sebagai mediasi dalam hubungan ketiga variabel tersebut terhadap komitmen afektif. Penelitian ini memberikan implikasi penting bagi manajemen perusahaan dalam merancang strategi peningkatan loyalitas dan motivasi karyawan, khususnya Generasi Z, melalui pendekatan yang tidak hanya finansial tetapi juga psikologis dan sosial.

Kata Kunci: *aktualisasi diri, penghargaan finansial, lingkungan kerja non-fisik, motivasi, komitmen afektif, Generasi Z.*

Abstract

This study aims to analyze the effect of self-actualization, financial rewards, and non-physical work environment on affective commitment mediated by motivation among Generation Z employees at PT BPR Polatama Kusuma Ngawi. Generation Z is known to have high needs for meaningful work, work-life balance, and opportunities for self-actualization. However, in this company, issues of low motivation and declining emotional attachment have been identified. This research employed a quantitative approach with Structural Equation Modeling–Partial Least Squares (SEM-PLS) as the analytical technique. The findings reveal that self-actualization, financial rewards, and the non-physical work environment significantly influence work motivation, and motivation serves as a mediating variable in the relationship between these three factors and affective commitment. This study provides important implications for management in designing strategies to enhance employee loyalty and motivation, particularly among Generation Z, through approaches that emphasize not only financial aspects but also psychological and social dimensions.

Keywords: self-actualization, financial rewards, non-physical work environment, motivation, affective commitment, Generation Z.

A. INTRODUCTION

Generation Z, born between 1997 and 2012, has entered the workforce with distinct characteristics, including high digital literacy, preference for work-life balance, and a desire for meaningful work and personal growth. Unlike previous generations, they tend to exhibit shorter organizational commitment, emphasizing emotional attachment rather than solely financial incentives. Affective commitment, defined as the emotional bond between employees and their organization, is particularly crucial for this generation, as it reflects alignment with organizational values and personal fulfillment. Motivation plays a key role in fostering this commitment, influenced by intrinsic and extrinsic factors such as self-actualization, financial rewards, and non-

physical work environment. Self-actualization relates to personal growth and realizing one's potential, financial rewards provide fair compensation and recognition, and a supportive non-physical work environment—including leadership, communication, and social support—enhances psychological well-being. At PT BPR Polatama Kusuma Ngawi, a local microfinance institution in Ngawi, Indonesia, most employees are Generation Z, yet data indicate a decline in work motivation and satisfaction, highlighting gaps in opportunities for self-development, equitable financial rewards, and conducive psychosocial conditions. This study investigates the effects of self-actualization, financial rewards, and non-physical work environment on affective commitment, with motivation as a mediating factor, aiming to provide both practical insights for management and theoretical contributions to human resource management literature regarding Generation Z employees.

B. METHOD

1. Research Site and Period

The study was conducted at PT BPR Polatama Kusuma, located at Jl. Panglima Sudirman No.65, Ngawi, East Java, Indonesia. The location was selected because the company actively employs a considerable number of Generation Z employees, which aligns with the focus of this study. The research took place from March to July 2025, covering preparation, data collection, data analysis, and report writing.

2. Research Design

This study employed a quantitative approach using a survey method with questionnaires distributed to Generation Z employees. The research model examines the direct and indirect effects of self-actualization (X1), financial rewards (X2), and non-physical work environment (X3) on affective commitment (Y) mediated by motivation (Z). Data were analyzed using path analysis with the assistance of SPSS software.

3. Population, Sample, and Sampling Technique

The population consisted of all Generation Z employees at PT BPR Polatama Kusuma. Based on HRD internal data (2024), there were 117 employees in total, with 81 categorized as Generation Z (21–27 years old). Since the population was relatively small (<100), this study applied a saturated sampling (census) technique, where all 81 Generation Z employees were included as respondents.

4. Variables and Operational Definitions

This research involved three independent variables, one mediating variable, and one dependent variable.

- a) Independent Variables (X): self-actualization, financial rewards, non-physical work environment.
- b) Mediating Variable (Z): motivation.
- c) Dependent Variable (Y): affective commitment.

Each variable was measured using established indicators from prior studies and operationalized with a 4-point Likert scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (4).

5. Data Collection Technique

Primary data were collected through a structured questionnaire. The Likert scale weighting was: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1).

6. Research Instrument

Instrument testing included:

- a) Validity Test: using Pearson correlation between item scores and total scores. Items were considered valid if r value $> r$ -table at $\alpha = 0.05$.

- b) Reliability Test: using Cronbach's Alpha. A variable was considered reliable if the coefficient exceeded 0.70.

7. Data Analysis Technique

The data analysis procedure consisted of several stages:

- a) Descriptive Analysis – to summarize respondent characteristics and variable tendencies.
- b) Classical Assumption Tests – including normality (Kolmogorov-Smirnov), multicollinearity ($VIF > 0.1, < 10$), autocorrelation (Durbin-Watson), and heteroscedasticity (Glejser test).
- c) Path Analysis – to examine both direct and indirect relationships among variables, with motivation as a mediator.
- d) Coefficient of Determination (R^2) – to assess the explanatory power of the independent variables on the dependent variable.
- e) Hypothesis Testing – including Sobel test (to confirm mediation effect), t -test (partial significance), and F -test (simultaneous significance).

C. RESULTS AND DISCUSSIONS

1. The Effect of Self-Actualization on Motivation

The regression results reveal that Self-Actualization (X_1) significantly influences Motivation (Z), with a regression coefficient of 0.344, t -value of 2.879, and a significance level of 0.005 (< 0.05). This suggests that a one-unit rise in self-actualization leads to a 0.344 increase in motivation. These findings are consistent with Maslow's hierarchy of needs and the Self-Determination Theory (Deci & Ryan, 2000), which emphasize that fulfilling self-actualization needs such as autonomy, competence, and opportunities for potential expression strengthens intrinsic motivation. Accordingly, Gen Z employees at PT

BPR Polatama Kusuma Ngawi who perceive themselves as capable of actualizing their potential tend to be more motivated to contribute effectively.

2. The Effect of Financial Rewards on Motivation

The regression analysis demonstrates that Financial Rewards (X2) exert a significant influence on Motivation (Z), with a coefficient value of 0.498, $t = 4.326$, and $p = 0.000$. This result implies that each additional unit of financial rewards leads to a 0.498 increase in motivation. The outcome supports Herzberg's Two-Factor Theory, which highlights that fair remuneration functions as a hygiene factor capable of improving employee motivation. For Gen Z employees at PT BPR Polatama Kusuma Ngawi, transparent and equitable pay plays a crucial role in fostering greater enthusiasm at work.

3. The Effect of Non-Physical Work Environment on Motivation

The regression analysis indicates that the Non-Physical Work Environment (X3) significantly impacts Motivation (Z), with a coefficient of 0.314, $t = 2.778$, and $p = 0.007$. This suggests that a one-unit improvement in the non-physical work environment contributes to a 0.314 increase in motivation. Elements such as supportive leadership, transparent communication, and positive social interactions strengthen employees' enthusiasm. These findings align with Social Exchange Theory, which posits that when organizations provide support, employees reciprocate with higher motivation and engagement.

4. The Effect of Self-Actualization on Affective Commitment

The regression results in Model 1 reveal that Self-Actualization (X1) significantly influences Affective Commitment (Y), with a coefficient of 0.179, $t = 3.287$, and $p = 0.002$. This indicates that a one-unit rise in self-actualization enhances affective commitment by 0.179. When employees perceive that they are able to realize their potential, they tend to develop a stronger emotional bond with the organization. This finding is consistent with

prior research emphasizing that intrinsic fulfillment and the congruence between personal identity and work roles contribute to higher affective commitment.

5. The Effect of Financial Rewards on Affective Commitment

Financial Rewards (X2) are shown to significantly affect Affective Commitment (Y), with a coefficient of 0.117, $t = 2.051$, and $p = 0.044$. This means that each additional unit of financial rewards leads to a 0.117 increase in affective commitment. The result aligns with Equity Theory, which suggests that fair and balanced compensation strengthens perceptions of justice and fosters employee loyalty. For Gen Z employees, acknowledgment of their contributions through appropriate remuneration helps build a stronger emotional connection with the organization.

6. The Effect of Non-Physical Work Environment on Affective Commitment

The analysis shows that the Non-Physical Work Environment (X3) significantly influences Affective Commitment (Y), with a coefficient value of 0.134, $t = 2.543$, and $p = 0.013$. This indicates that a one-unit improvement in the non-physical work environment raises affective commitment by 0.134. When employees experience fair leadership, transparent communication, and supportive interpersonal relationships, they feel a greater sense of belonging, which strengthens their emotional bond with the organization.

7. Discussion of Hypothesis 7: The Effect of Motivation on Affective Commitment

Motivation (Z) is found to significantly influence Affective Commitment (Y), with a coefficient of 0.159, $t = 3.133$, and $p = 0.002$. This result suggests that a one-unit rise in motivation contributes to a 0.159 increase in affective commitment. Employees who are highly motivated are more likely to align their personal goals with organizational objectives and exhibit stronger emotional loyalty. This finding is in line with Self-Determination Theory, which highlights motivation as a central factor in fostering organizational commitment.

8. Discussion of Hypothesis 8: The Mediating Role of Motivation on the Effect of Self-Actualization on Affective Commitment

The Sobel test results indicate that motivation mediates the relationship between Self-Actualization and Affective Commitment, with a p-value of 0.0344 (<0.05). This finding suggests that the influence of self-actualization on affective commitment becomes stronger when channeled through motivation. In other words, employees who are able to actualize their potential not only develop a direct emotional bond with the organization but also gain higher motivation, which further enhances their level of commitment.

9. Discussion of Hypothesis 9: The Mediating Role of Motivation on the Effect of Financial Rewards on Affective Commitment

The Sobel test further shows that Motivation mediates the relationship between Financial Rewards and Affective Commitment, with a p-value of 0.0114 (<0.05). This indicates that the impact of financial rewards on affective commitment occurs both directly and indirectly through enhanced motivation. Gen Z employees who perceive their compensation as fair experience higher motivation, which in turn reinforces their emotional connection with the organization.

10. Discussion of Hypothesis 10: The Mediating Role of Motivation on the Effect of Non-Physical Work Environment on Affective Commitment

The Sobel test reveals that Motivation serves as a mediator in the relationship between the Non-Physical Work Environment and Affective Commitment, with a p-value of 0.0380 (<0.05). This suggests that the quality of the non-physical work environment characterized by fair leadership and transparent communication not only has a direct impact on employees' emotional attachment but also boosts their motivation, which subsequently reinforces affective commitment.

D. CONCLUSIONS

The study concludes that self-actualization, financial rewards, and non-physical work environment significantly influence both motivation and affective commitment among Generation Z employees at PT BPR Polatama Kusuma Ngawi. Employees who experience greater self-actualization, fair financial rewards, and a supportive work environment tend to be more motivated and emotionally attached to the organization. Moreover, motivation itself has a significant effect on affective commitment and serves as a mediating factor, strengthening the relationships between self-actualization, financial rewards, and non-physical work environment with affective commitment. These findings highlight the importance of fostering growth opportunities, ensuring fair compensation, and creating a positive workplace climate to enhance employees' motivation and emotional commitment.

E. SUGGESTIONS

For the company's management, it is recommended to implement programs that support employees' self-actualization, such as training and career development, while fostering an open communication culture and creating an inclusive, collaborative work environment. The company should also adopt a more transparent and fair reward system, providing incentives aligned with employees' performance achievements. For future research, it is suggested to explore other factors influencing motivation and affective commitment, such as leadership style, organizational culture, and external factors.

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