



The Influence Of Organizational Culture On Generation Z Job Satisfaction At BRI Branch Letjen Sutoyo Malang

Ryan Alvarizky Promises

Affiliation: Institut Teknologi dan Bisnis Asia Malang, Indonesia

Email Correspondence: ryanprasetya775@gmail.com

Abstract

Introduction/Main Objectives: This study examines how organizational culture influences the job satisfaction of Generation Z employees at BRI Branch Letjen Sutoyo Malang, a demographic group that increasingly dominates the workforce and values open communication, supportive environments, and meaningful work.

Background Problems: Generation Z often experiences a mismatch between their expectations and the banking sector's disciplined, hierarchical culture; therefore, this study asks: *How does organizational culture shape Gen Z job satisfaction within BRI's work environment?*

Research Methods: Data were collected through in-depth interviews and observations with three Generation Z employees who have worked for at least one year. The data were analyzed through thematic reduction, categorization, and triangulation to ensure validity.

Finding/Results: The findings show that disciplined work culture, supportive leaders and seniors, effective onboarding, and positive peer relationships significantly enhance job satisfaction. Praise from customers and clear career prospects further strengthen Gen Z's motivation and commitment.

Conclusion: A supportive and well-structured organizational culture increases job satisfaction and encourages long-term retention among Generation Z employees. Strengthening onboarding, mentoring, and two-way communication is essential for sustaining a positive employee experience in the banking sector.

Keywords: organizational culture, job satisfaction, generation Z, banking, BRI Lt. Gen. Sutoyo Malang



Introduction

The year 2025 will be an important point in Indonesia's employment landscape, with an estimated proportion of 35-40% of the total national workforce. This change in the composition of the workforce in Indonesia shows that Generation Z is starting to dominate the workforce, including in the banking sector. Generation Z is an individual born between 1997 and 2012 and is known as a generation that has unique characteristics, such as the desire for open communication, the need for a supportive work environment, and the expectation of work that provides meaning and balance in life. This characteristic encourages every organization, including banking, to adjust its work culture to be able to meet the expectations of the generation that is now the main motor in operational activities. This demographic change is not just a matter of numbers, but has a very real impact on the way companies operate, communicate and build work culture (Tumakarir.com, 2025).

The banking industry is known to have a hierarchical, target-oriented, and strict procedural standards. This condition is often a challenge for Gen Z who tend to favor flexibility, legal communication, and an adaptive work environment. Differences in expectations and the reality of work culture can affect job satisfaction, which in turn impacts employee productivity, commitment, and retention. The phenomenon of declining work enthusiasm, increasing complaints about workload, and the tendency of high *turnover intention* in young employees are issues that have arisen in various companies, including national banking institutions. Many organizations are starting to realize that an organizational culture that is not suitable for Gen Z can reduce job comfort, decrease job satisfaction, and influence decisions to stay in the long term. Herzberg stated in *the Two-Factor Theory* that work environment factors, such as interpersonal relationships and company policies, greatly affect job satisfaction (Herzberg, 1959). Rizki Wahyuniardi et al. (2018) in their research stated that organizational culture and work environment have a positive and significant influence on employee job satisfaction. According to Luthans (2008, p. 142) there are five dimensions of employee job satisfaction that can be used to measure employee job satisfaction, namely the job itself, pay, promotion, work supervision and colleagues (Luthans, 2008, p. 143). In contrast to the research of Sabri and Sumardin (2025) which states that organizational culture does not have a significant effect on job satisfaction.

BRI as one of the largest banks in Indonesia has a strong work culture that has been implemented for a long time, such as the work culture of *Integrity*, *Customer Satisfaction*, and *Continuous Improvement*. However, with the entry of a new generation of employees who have different work styles, there is a need to evaluate the extent to which the existing organizational culture can be accepted and positively felt by Gen Z employees. If Generation Z feels like a good fit for the culture of the organization they work for, they will be more likely to show loyalty, high work spirit, and commitment to achieving the company's goals.

This research is expected to provide an empirical picture that can be used as evaluation material and the development of a work culture that is more adaptive and in accordance with the character of the younger generation. Based on the phenomenon that occurs in the field and the research gap from several previous studies, the research entitled "The Influence of Organizational Culture on Generation Z Job Satisfaction at BRI Branch of Letjen Sutoyo Malang City" is important to be carried out, in order to understand the relationship between the organizational culture applied to the level of job satisfaction of the latest generation of workers in the banking world.

Based on these conditions, this study focuses on the influence of organizational culture on the job satisfaction of generation Z at the BRI Branch of Letjen Sutoyo Malang City. This study formulates the problem of whether organizational culture affects the job satisfaction of Gen Z. The purpose of the research is to analyze the relationship and identify the aspects of

organizational culture that most affect their job satisfaction. The research was limited only to Gen Z employees at BRI Branch Lt. Gen. Sutoyo with a focus on organizational culture and job satisfaction. The benefits of the research are expected to contribute to BRI as a company in improving human resource management, especially young employees, as well as providing an empirical reference for the development of management science, especially in the field of organizational behavior and human resources.

Research Methods

This study uses a descriptive qualitative method that aims to understand and describe in depth the phenomenon of job satisfaction of Generation Z in the context of organizational culture at the BRI Branch of Letjen Sutoyo, Malang City.

Location and Research Subject

This research was carried out at the BRI Branch of Letjen Sutoyo Malang City, one of the main branch offices that has a complete organizational structure and involves many employees from various generations, including Generation Z. The research subjects consist of BRI employees who are included in the category of Generation Z (born between 1997–2012) and have worked for at least one year to have adequate experience related to organizational culture and job satisfaction. The selection of informants was carried out by *purposive sampling*, which was selected based on relevance and the ability to provide in-depth information about work experience, interaction with organizational culture, and the level of job satisfaction they felt.

Data Collection Techniques

The data collection technique in this study was carried out through in-depth interviews and observations about the organizational culture and job satisfaction of Generation Z at the BRI Branch of Letjen Sutoyo Malang City.

1. In-depth interviews were used to explore the informant's experiences, perceptions, and views related to the work environment and organizational cultural dynamics.
2. Observations were carried out to see firsthand the interaction between employees, work situations, and organizational cultural practices that take place on a daily basis.

Both of these techniques are used to ensure the data obtained is rich, valid, and in-depth.

Data Analysis Techniques

The data analysis technique in this study is carried out by grouping, simplifying, and understanding the data obtained from interviews, observations, and documentation. First, the researcher selects and filters important data to match the research focus on organizational culture and job satisfaction of Generation Z. After that, the selected data is arranged in the form of stories, simple tables, or main themes to make it easier to understand. The last step is to draw the meaning and conclusions from the data to answer the research objectives. The analysis process is carried out continuously during the research so that the results obtained are more precise and describe the actual conditions.

Data Validity Test

The validity test of the data in this study was carried out using the triangulation technique, which is comparing data from various sources and methods so that the information obtained is more accurate and reliable. Triangulation was carried out by matching the results of the interviews with field observations and supporting documents from the BRI Branch of Lt. Gen.

Sutoyo. In addition, the researcher also asked the informant to review the interim results of the study to ensure that the information conveyed was in accordance with what they intended. In this way, the data obtained becomes more valid, robust, and describes the actual conditions in the field.

Results

1. Informant Profile and Employee Background

The importance of understanding the informants and their backgrounds, the researcher can interpret the research findings more appropriately in accordance with the real conditions in the work environment of BRI Letjen Sutoyo Branch, Malang City.

1. Customer Service position employee, age 27, 5 years of work. The main reason for choosing to work at BRI is to seek experience working at BRI as the largest state-owned bank in Indonesia. My first work experience at BRI helps and serves customers. The challenge when serving customers is when in a bad mood and must be able to quickly adapt to new colleagues. The *onboarding* process or initial training is very helpful in the process of learning and understanding the job. A disciplined work culture is very good as a provision in carrying out work. The situation of a comfortable work environment, good leaders, good co-workers and seniors opens two-way communication to share about work problems. Hopefully it can be long-term because the salary is as expected, the adaptation of the environment is easy, the career prospects are promising and the work culture is disciplined so that during these 5 years of work there is no desire to give up and feel satisfied at work.
2. Customer Service position employee, age 25, working for 2 years. The main reason for choosing to work at BRI is that BRI is one of the largest banks in Indonesia. The initial challenge of working is to adapt and understand new things, new jobs, new systems. But seniors are very helpful, accepting sharing and providing solutions. At the beginning of work, it was a shock because he was not used to meeting and serving customers, but became excited when he received praise from customers, becoming a positive affirmation. *Onboarding* or initial training is very fun and exciting, helping the process of understanding the job. Can adapt to a disciplined and targeted work culture, because there are helpful seniors, good leaders and finding suitable coworkers, so it is easy to carry out daily work. Hope to be long-term because the rhythm is suitable, the salary is as expected, and there are good career opportunities.
3. Teller position employee, age 24, 1 year of work. The main reason for choosing to work at BRI is to work to serve the community in the financial sector and BRI is the largest bank in Indonesia. The memorable and fun thing when working is meeting customers, serving and helping customers. The onboarding process or initial training is very helpful, sharing with many colleagues. A disciplined work culture, orderly regulations in accordance with what is expected in the work environment. When you start working, you can easily adapt well because of good leaders, seniors and good co-workers. Every day there is time for sharing and discussion with seniors and leaders. Hope to last a long time because there is a good career path.

2. Key Findings from the Three Informants

1. Reasons to Choose BRI

- The three informants chose to work at BRI because BRI is the largest bank in Indonesia, has a strong reputation, and provides clear career prospects.

- Two informants mentioned an additional reason: they wanted to get their first work experience in a stable and professional state-owned company.

2. Early Work Experience & Challenges

- The main challenge at the beginning of work is adapting to a new job, a new system, and a fast work rhythm.
- All informants had felt awkwardness or shock when they first met and served customers.
- However, the adaptation process becomes easier because seniors actively help and provide direction.

3. Onboarding/Initial Training Roles

- The three informants emphasized that the onboarding process is very helpful in understanding the organization's tasks, work systems, and culture.
- Onboarding is considered exciting, fun, and accelerates the learning process, including building relationships with colleagues.

4. Organizational Culture at BRI

- The most prominent work cultures are high discipline, adherence to SOPs, and orderliness.
- The three informants assessed BRI's discipline culture as something positive because it made work more directed.
- There is also a culture of two-way communication through daily sharing sessions and discussions with seniors or leaders.
- The work environment is considered conducive, supportive, and professional.

5. Relationships with Leaders, Seniors, and Colleagues

- The three informants said that leaders and seniors were kind, open, and willing to help.
- The friendly work atmosphere and the support of co-workers make them more adaptable and comfortable.
- A senior attitude that is open to sharing is an important key to reducing work pressure.

6. Generation Z Job Satisfaction

All informants are satisfied working at BRI because:

- Salary as expected,
- the work rhythm is suitable,
- comfortable working environment,
- received appreciation from customers,
- a disciplined work culture that makes it more directed,
- long-term career opportunities.

None of the three informants showed any desire to quit; All hope to continue working in the long term.

7. Career Prospects and Survival Motivation

- The three informants have high hopes for the career path at BRI, which is considered open and clear.
- This career prospect is one of the main factors in increasing commitment and job satisfaction.

General Conclusions of Research Results

From the three informants, it can be seen that a consistent pattern that BRI's disciplined, supportive, and communicative organizational culture plays an important role in increasing job satisfaction of Gen Z employees.

Discussion

The findings of the study show that organizational culture at BRI has a strong and real influence on the level of employee job satisfaction, especially in *frontliner positions*, namely *Customer Service* and *Teller*. All three informants consistently described that a culture of discipline, a supportive work environment, and open communication are the main foundations that make them feel comfortable and motivated at work. This reinforces the concept that a strong organizational culture is able to shape employee behavior patterns so that they are in line with company values and standards. The culture of discipline emphasized at BRI is not only understood as an obligation, but also considered by employees as an important provision to work professionally, serve customers well, and achieve set targets.

In addition, the results of the interviews show that the *onboarding process* plays a significant role in shaping employees' initial perception of the organization. All three informants stated that *onboarding* helped them understand tasks, service standards, work systems, and behavioral values that must be applied. This process contributes to the emergence of confidence, ease of adaptation, and readiness to face job challenges. This is in line with the literature that states that good *onboarding* is positively associated with improved initial performance, loyalty, and job satisfaction of new hires.

Support from leaders, seniors, and colleagues is also a very dominant factor in building job satisfaction. Informants feel that there is open communication every day, opportunities to share work problems, and direction given when facing difficulties. This harmonious interpersonal relationship not only accelerates the adaptation of new employees, but also creates a sense of *psychological safety*, an important element for retaining employees in the long term. These findings are consistent with the theory that job satisfaction increases when employees feel a cooperative and supportive work climate. On the other hand, recognition and appreciation from customers is also a trigger for job satisfaction, especially for informants who initially experience *culture shock* in serving customers. The praise received from customers provides positive affirmations and a sense of meaning in work. This factor strengthens the literature on job satisfaction based on intrinsic factors, such as pride, the meaning of work, and contribution to others.

Overall, the results of the study show that a strong organizational culture, effective *onboarding*, and social support in the work environment simultaneously contribute to increasing employee motivation, comfort, and commitment to stay at BRI for a long time. The three informants also stated that having clear career paths and salaries that match expectations strengthens their intention to work long-term. Thus, it can be said that BRI's organizational culture not only shapes work behavior, but also serves as a sustainable job satisfaction booster.

The implications of these findings suggest that companies need to strengthen onboarding programs, as effective initial training has been proven to facilitate the adaptation of new hires. Management is expected to maintain the quality of onboarding by adding service practice modules and habituating work culture. In addition, the role of seniors as mentors also needs to be improved, considering that their support is very helpful for employees in facing job challenges. For this reason, companies can design formal mentoring programs so that knowledge transfer takes place in a more structured manner.

Furthermore, building consistent two-way communication is important, because employees feel more comfortable when leaders and seniors open discussion rooms every day. Management can prepare regular forums such as morning briefings, sharing sessions, or weekly coaching. On the other hand, a positive culture of discipline must be maintained and strengthened, by ensuring that rules are applied consistently without reducing flexibility in certain matters that are humane.

The next implication is the need to develop a clear career scheme, as job satisfaction increases when there is certainty of career path. BRI can clarify promotion paths, assessment criteria, and training opportunities so that employees are more motivated. Finally, giving awards for service performance is also an important factor, because praise from customers has been proven to increase work morale. Management can consider an award system such as *the Service Excellence Award* or monthly recognition for frontliner employees.

CONCLUSION

This study concludes that there is a strong and mutually influential relationship between organizational culture and job satisfaction in BRI employees, especially in *frontliner* positions. BRI's organizational culture that emphasizes discipline, order, cooperation, and open communication has proven to be able to create a productive and comfortable work atmosphere for employees. These aspects make employees feel appreciated, accepted, and supported in carrying out their daily duties. A *comprehensive onboarding* process also makes an important contribution to improving employees' understanding of the company's tasks and work culture. *Onboarding* not only serves as a job introduction, but also as a means of instilling organizational values so that employees are able to adapt well. In this study, onboarding was proven to be able to reduce anxiety among new employees, increase confidence, and accelerate adaptation to the bank's work rhythm.

Employee job satisfaction increases along with the support of leaders and seniors, positive working relationships, and non-material rewards such as praise from customers. All three informants stated that the combination of a strong organizational culture, supportive work environment, and clear career opportunities made them motivated to stick around and had no desire to leave the job.

Thus, this study confirms that a positive organizational culture not only impacts employee work behavior, but also increases job satisfaction, loyalty, and long-term commitment. These findings also provide the basis for efforts to strengthen work culture and improve the quality of employee experience from the beginning of work as an important strategy in maintaining reliable and high-performing human resources.

References

Apriani, S. N. (2025). The influence of work motivation, organizational culture, and work-life balance on the job satisfaction of Generation Z in Sukabumi City and its impact on turnover intention. *Senmabis Proceedings*.

Fitriyani, D. (2025). The Influence of Compensation, Career Development, and Organizational Culture on Job Satisfaction (A Study of Generation Z Employees at Coffee Shops in the DKI Jakarta area).

Halim, S. N., Saharuddin, & Wahida, A. (2021). *The influence of organizational culture and job satisfaction on employee retention at PT Makassar Raya Motor Palopo*. Proceedings Series on Multidisciplinary Sciences.

Hanura, & Riksa, C. (2024). The influence of organizational culture and work environment on the job satisfaction of Generation Z state civil servants (ASN) in the Bandung Regency Government.

Husodo, Y. R. P. (2020). The influence of organizational culture on organizational citizenship behavior (OCB) with job satisfaction as an intervening variable at PT Jatim Indo Lestari.

Kharismawan, F. P., & Sucento, B. (2019). *Analysis on the impact of organizational culture and job satisfaction towards employee turnover intention (A case study of Bank XYZ)*. *Journal of Business and Entrepreneurship*, 7(1), 19–28.

Spindle. (2024). *BRI records employee composition: 70 percent millennials and Gen Z*. <https://kumparan.com/kumparanbisnis/bri-catat-komposisi-karyawan-70-persen-milenial-dan-gen-z-21qNNRPkD7N>

Pratama, G., & Elistia, E. (2020). Analysis of work motivation, transformational leadership and organizational culture on employee performance mediated by job satisfaction in the Generation Z workforce. *Journal of Economics*, 11(2).

Rimadias, S., Yuningsih, N. P., Romadona, N., Putri, D. T., & Ningrum, S. A. (2025). Gen Z's perception of organizational involvement, satisfaction, and performance in the Indonesian banking sector. *Indonesia Economic Journal*, 1(1), 304–313.

Saliman, S. N. (2020). The influence of organizational culture and compensation on job satisfaction in improving employee performance (Case study of Baby Boomers, X, Y, and Z generations). Tarumanagara University.

Sabar, S., & Sumardin. (2025). *Job satisfaction: Perceived organizational support and organizational culture with work-life balance*. *Journal of Business and Management Review*, 6(1), 47–60.

Salma Ilafisani, S. T. R., Satwika, Y. W., Tasya, R. F. A., & Andinie, H. A. S. (2023). The relationship between organizational culture and job satisfaction in Gen Z State Civil Apparatus in Indonesia. *Scientific Journal of Psychological Research*, 9(2), 54–63.

Sulistyawati, N., Setyadi, I. K., & Nawir, J. (2022). The influence of work environment, organizational culture and transformational leadership on the job satisfaction of millennial employees.

Sitompul, D. K., & Risal, T. (2025). The influence of organizational culture, career development, and work-life balance on the job satisfaction of employees of the production division at PT Bumi Menara Internusa Medan. *Journal of Artificial Intelligence and Digital Business*, 4(3).

Career. (2025). *Generation Z dominates Indonesia's work culture transformation in 2025*. <https://tumakarir.com/berita-tuma/generasi-z-mendominasi-transformasi-budaya-kerja-indonesia-2025/>

Wahyuniardi, R., Nurjaman, S., & Ramadhan, M. R. (2018). The influence of organizational culture and work environment on job satisfaction and employee performance. *Journal of Industrial Systems Optimization*, 17(2), 143–151.

Widiaty, A. (2024). The influence of organizational culture and job satisfaction on employee performance at Bank XYZ (Study on Generation Z). *Journal of Economics, Business and Accounting*, 7(6).