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Bridging Generations: The Mediating Role of Job Satisfaction in the Relationship Between Adaptation, Loyalty, Culture, and Performance among Gen Z Employees

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Abstract

This research aims to test whether employee adaptation, employee loyalty, and organizational culture influence employee performance through job satisfaction among KFC employees in the Cempaka area. This research uses a quantitative associative research approach, which was measured using a SEM PLS-based method with SmartPLS 4. The population of this study were KFC employees in the Cempaka area. The sample was determined based on the census sampling method, with a total sample of 78 KFC employees in the Cempaka area. The data used in this research is primary data. The data collection technique uses a survey method by distributing questionnaires, testing hypotheses using the path coefficient. The research results prove that partially employee adaptation, employee loyalty and organizational culture have no effect on employee performance. Then employee adaptation has no effect on job satisfaction, while employee loyalty and organizational culture have an effect on job satisfaction. Job satisfaction cannot mediate the influence of employee adaptation, employee loyalty, and organizational culture on employee performance.

Abstract

This study aims to test whether employee adaptation, employee loyalty, and organizational culture affect employee performance through job satisfaction in KFC employees in the Cempaka area. This study uses a quantitative associative research approach, which is measured using the SEM PLS-based method with SmartPLS 4. The population of this study was KFC employees in the Cempaka area. The sample was determined based on the census sampling method, with a sample size of 78 KFC employees in the Cempaka area. The data used in this study are primary data. The data collection technique used a survey method by distributing questionnaires, hypothesis testing using path coefficients. The results of the study prove that partially employee adaptation, employee loyalty and organizational culture do not affect employee performance. Then employee adaptation does not affect job satisfaction, while employee loyalty and organizational culture affect job satisfaction. Job satisfaction cannot mediate the influence of employee adaptation, employee loyalty, and organizational culture on employee performance.

Keywords:
Brand Awareness,
Product Quality,
Purchase Intention,
Content Marketing

JEL Classification:
J24, M12, J10

1. Introduction

Generation Z is a demographic group born around 1997 to 2012 and currently dominates the population in Indonesia, with a number reaching around 75 million people. As a generation that grew up in the digital era, they have the characteristics of mastering technology and the internet from an early age, which makes them very adept at using various digital platforms for communication, learning, and working. This generation is known to have unique characteristics, such as a strong desire for flexibility, openness to change, and inclusive and collaborative values in work and daily life. Due to its large proportion in the population and a lifestyle that is highly connected to technology, Generation Z in Indonesia has the potential to be a major driver of social and economic change in the future, especially through the adoption of technology, innovation, and entrepreneurship.

In the modern era like today, where generational diversity in the workplace is increasingly evident, organizations are faced with the challenge of managing an inclusive culture. Especially for Generation Z, they tend to be more critical and value openness, flexibility, and balance between personal life and work (Yang & Dini, 2023). Therefore, organizations need to design a culture that is relevant and in accordance with the values of this generation. An organizational culture that is able to accommodate the needs of employees from various generations will increase loyalty, adaptation, and ultimately affect their performance.

Employee performance is the result of efforts made by an employee in carrying out his duties and responsibilities within an organization (Franciska et al., 2023). Good performance is characterized by achievements that meet or even exceed the standards set by the Company. This performance can be influenced by various factors, including individual competence, work motivation, environment, and the culture of the organization itself (Al Zeer et al., 2023). Optimal employee performance is critical to the success of an organization, especially in service industries such as fast food restaurants, where customer satisfaction is greatly influenced by the service provided by employees.

Employee performance is also influenced by job satisfaction, which acts as a mediating factor between organizational culture and performance itself. When employees are satisfied with their work, they will be more motivated and tend to give optimal performance. Job satisfaction can be influenced by various aspects, such as the rewards received, opportunities for development, relationships with coworkers, and the suitability between employee personal values and organizational culture (Rajagukguk & Halawa, 2024). Organizations that are able to create an environment that supports job satisfaction will find that their employees have higher performance, stronger loyalty, and greater contributions to the success of the organization.

In the world of work, employee performance is one of the important elements that supports the success of an organization (Syam, 2023). Good employee performance can increase the productivity, efficiency, and effectiveness of the organization in achieving its goals. However, employee performance is not only influenced by technical abilities or individual competencies, but also by other factors related to the work environment (Saputra et al., 2023). Employee adaptation, loyalty, and organizational culture are some of the factors that are believed to affect employee performance. Employee adaptation refers to an individual's ability to adapt to changes in the work environment, procedures, and company culture. In this context, employee adaptation is believed to play an important role in improving performance through the way employees deal with challenges that arise in the workplace.

In addition to adaptation, employee loyalty also plays an important role in determining employee performance (Albasari & Adiwati, 2023). Loyalty shows employee attachment to the organization, as well as commitment to

support the achievement of common goals. Employees who have high loyalty tend to make greater contributions, show high dedication, and prioritize organizational interests over personal interests (Muhamad & Manik, 2023). This loyalty is especially a challenge for Generation Z, which is known as an adaptive generation, but also has a tendency to move from job to job and explore various career options (Yang & Dini, 2023). In this study, Generation Z loyalty was chosen as a variable to see how loyalty affects their performance in the context of KFC's work culture.

Organizational culture also plays a significant role in supporting employee performance. Organizational culture is a system of values, norms, and attitudes applied in the work environment that shapes employee behavior and perceptions (Juniartika et al., 2023). A strong and positive organizational culture can create a conducive work atmosphere for employees to work more productively and motivated (Awa & Djuanda, 2023). On the other hand, a less supportive culture has the potential to hinder employee performance and motivation. In this study, organizational culture was chosen to identify the extent of its influence on employee performance, especially when associated with employee loyalty and adaptation.

Job satisfaction as a mediating variable in this study plays an important role. Job satisfaction is an employee's positive or negative feelings towards their work, which includes aspects of rewards, working conditions, self-development, and relationships between employees (Lahagu et al., 2023). This study assumes that job satisfaction can be a bridge in improving employee performance through adaptation, loyalty, and organizational culture. With high job satisfaction, employees are expected to be more enthusiastic, motivated, and feel they have a stronger bond with the organization, which will have an impact on improving performance.

This study was conducted by considering the existence of a research gap or research gap related to the role of job satisfaction as a mediator between employee adaptation, loyalty, and organizational culture on employee performance, especially in the fast food industry. Although many previous studies have examined the relationship between job satisfaction and performance, research that integrates these three variables with job satisfaction as a mediator in the context of the fast food industry is still relatively limited. This provides an opportunity to make new contributions in the development of theory and practical applications for companies engaged in similar fields.

In addition, more in-depth research on the loyalty of generation Z employees in a work environment such as KFC Area Cempaka is still limited. Given the characteristics of generation Z which are different from previous generations, this study can fill the gap in the literature in understanding how their loyalty, organizational culture, and adaptation affect performance, with job satisfaction as a mediating variable (Franciska et al., 2023). This study is expected to provide new insights for human resource management in improving strategies to motivate employees and improve performance in similar work environments.

2. Literature Review and Hypothesis

Management Theory

In its development, management theory has undergone various changes and approaches, starting from classical management theory which focuses on work efficiency, organizational behavior theory which emphasizes human factors in organizations, to contemporary management theory which is more flexible in dealing with the dynamics of modern business.

Equilibrium Model Theory (Job Demands-Resources Model)

The Job Demands-Resources (JD-R) Model theory was developed by Bakker and Demerouti (2023) as a comprehensive approach to explaining how job demands and job resources affect employee well-being and performance. This model states that the balance between job demands and available resources will determine employee motivation, job stress, job satisfaction, and productivity.

Human Resource Management

Human Resource Management (HRM) is a strategic approach to managing people in an organization so that they can make maximum contributions to achieving company goals (Hendri & NR, 2020). The main focus of HRM is to ensure that the organization has a competent, motivated workforce and has the opportunity to develop professionally. This function covers various aspects, including recruitment, selection, training, development, performance management, and the relationship between management and employees.

Employee Adaptation

Employee adaptability is an individual's ability to adjust to changes in the work environment, including new procedures, systems, technologies, and organizational culture (Syam, 2023). According to the theory of work adaptability, an employee who is able to adapt well will find it easier to navigate challenges at work and respond positively to change, thus having the potential for higher performance (Rajagukguk et al., 2024). Adaptability also involves the employee's ability to change their behavior, thinking, and work approach according to the demands or situations faced. Employees who have high adaptability are believed to be better able to deal with rapid changes in an increasingly dynamic world of work.

Generation Z Loyalty

Employee loyalty is an important component in human resource management, because it directly affects employee retention, performance, and engagement in achieving organizational goals. This loyalty reflects employee loyalty to the company, as well as a commitment to stay and contribute sustainably. In the context of generation Z, loyalty is a challenge in itself, considering the characteristics of this generation that are different from previous generations. Generation Z, who grew up with technology and information, is known to be more independent and open to various career opportunities. Therefore, organizations need to understand the motivations and specific needs of generation Z to build their loyalty.

Organizational Culture

Organizational culture is a set of values, beliefs, and norms held together by members of an organization that distinguishes the organization from other organizations. Organizational culture shapes the way its members think, act, and interact in achieving common goals. Organizational culture is the basic framework that underlies the collective behavior of members of the organization. With a strong culture, an organization can build a unique identity and strengthen unity among its employees, which ultimately affects the performance and success of the company.

Employee Performance

Employee performance is one of the important aspects that determines the success of an organization. According to (Said, 2020), employee performance can be interpreted as the work results achieved by a person in carrying out the tasks assigned to him, in accordance with the responsibilities assigned. Performance includes the extent to which an employee is able to complete work well, on time, and according to predetermined standards. In the context of a company, performance does not only involve the quantity of work results, but also quality, timeliness, effectiveness, and efficiency. Good performance shows that an employee is able to

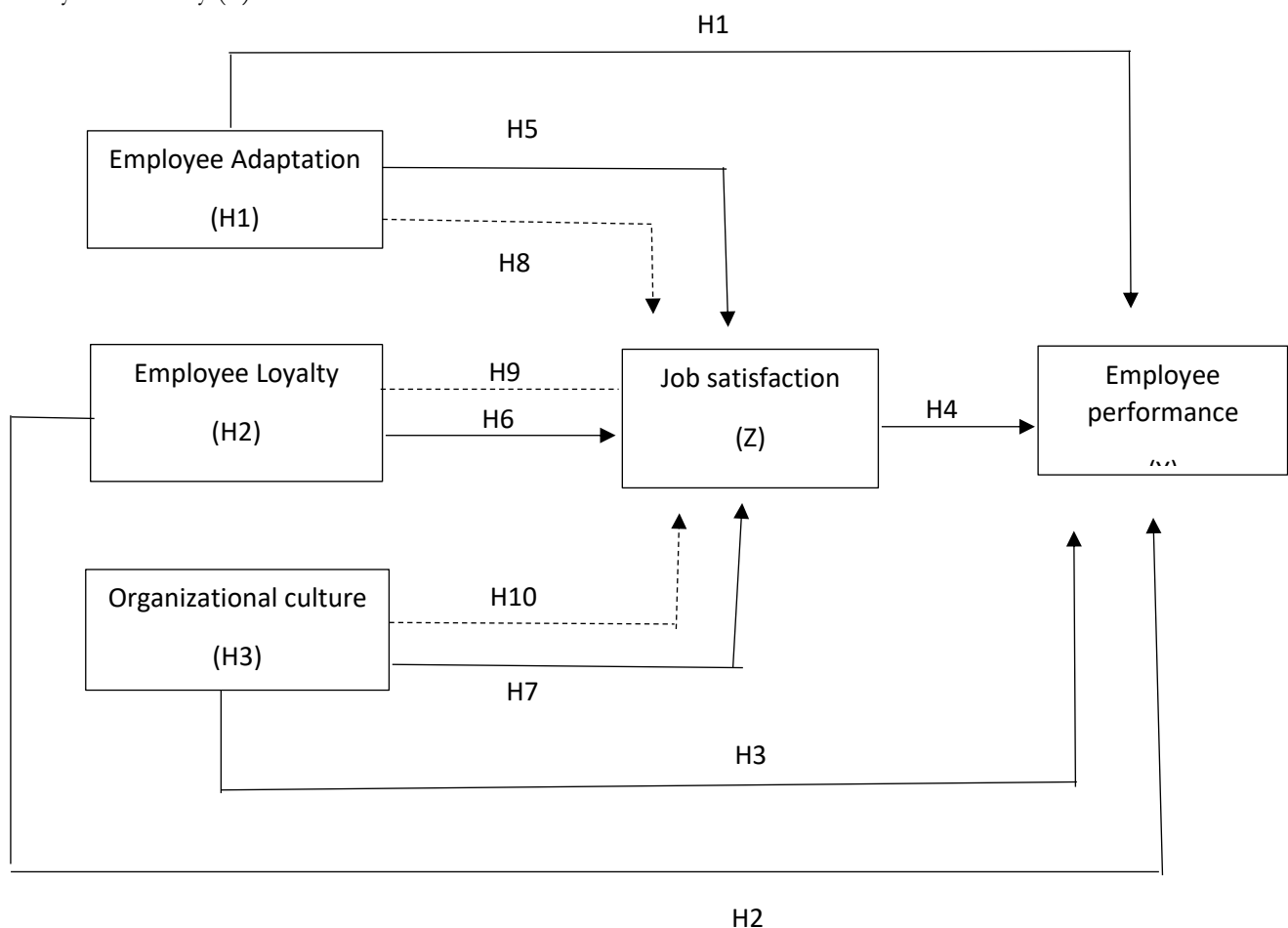
contribute optimally to achieving organizational goals, be it in terms of profitability, customer satisfaction, or innovation.

Job satisfaction

Job satisfaction is a positive emotional state experienced by employees when their expectations and needs are met through the work they do. According to Salameh et al., (2023) job satisfaction arises from a positive evaluation of the tasks performed and a supportive work environment. Job satisfaction is an important factor in increasing employee productivity, because satisfied employees tend to have higher motivation and show greater commitment to the organization.

Research Conceptual Framework

The research framework is designed to describe the relationship of influence between independent variables and dependent variables. The independent variable is symbolized by (H) while the dependent variable is symbolized by (Y).



Development of Research Hypotheses

Based on the influence on the variables that have been put forward, the researcher tries to put forward a hypothesis that will be used as a reference in solving the problem, namely:

Employee Adaptation Towards Employee Performance

Career adaptability is the ability, attitude and actions involved in a person's efforts to match themselves to a job that they consider appropriate (Maggiori et al., 2017) This research can be concluded that employee adaptability has a positive effect on employee performance at PT. Djaya Mandiri Indonesia. Employees who have a higher level of adaptability will achieve better performance. This is in line with Halawa's opinion (2022) stating that everyone's desire to adapt is different. An individual's ability to communicate with new cultural norms and values depends on the individual's own adjustment process or adaptability. Thus, each individual needs to face challenges and obstacles in the adaptation process in order to be useful for their new environment. The easier it is for an individual to adapt, the better a person's performance will be.

H1: It is suspected that employee adaptation has a positive effect on employee performance.

Employee Loyalty Towards Employee Performance

Employee loyalty is defined as an employee's emotional attachment and commitment to an organization, which drives the desire to stay and make the best contribution. In the context of Generation Z, loyalty is determined by factors such as work-life balance, personal values, and opportunities for self-development (Seemiller & Grace, 2016). Several studies have shown that employee loyalty, including from Generation Z, is positively correlated with increased performance. According to research by Wirasasti and Setiawan (2020), loyalty contributes significantly to work productivity, because loyal employees tend to show high dedication and motivation. Sutrisno and Putra (2021) also concluded that well-managed Generation Z loyalty can improve work efficiency and team collaboration spirit.

H2: It is suspected that the loyalty of Generation Z employees has a positive influence on employee performance.

Organizational Culture on Employee Performance

According to research by Febriani and Ramli (2023), organizational culture has a positive influence on employee performance. A good organizational culture can increase employee engagement, which in turn has an impact on improving performance. Another study by Chairani (2024) also showed that a positive organizational culture and employee competence together contribute significantly to improving employee performance. In addition, Hidayati et al. (2023) in their systematic review found that there is a positive and significant relationship between organizational culture and employee performance. They emphasize the importance of organizational culture in increasing employee commitment and performance.

H3: It is suspected that organizational culture has a positive impact on employee performance.

Job Satisfaction Towards Employee Performance

Mulyadi et al. (2020); Hidayah (2012); Wahid (2015); Juniantara & Riana (2015) that job satisfaction is proven to affect employee performance. In accordance with Changgriawan (2017) in One Way Production, the results were significant. This is in contrast to research by Hanifah (2016); Tetra & Rahmawati (2016); Arda (2017); Pawirosumarto et al. (2017); Putra (2020) where the results showed that job satisfaction had no effect on employee performance

H4: It is suspected that employee adaptation has a positive effect on job satisfaction.

Employee Adaptation Towards Job Satisfaction

This is proven by Kardafi (2017), Chan et al. (2016), Ohme & Zacher (2015), Akca et al. (2018), and Chan & Mai (2015) that career adaptation has a positive and significant effect on job satisfaction. Meanwhile, according

to Karatepe & Olugbade, (2017) showed that career adaptation is positively related to career satisfaction based on its effect on employee performance. According to Mulyadi et al. (2020); Hidayah Dewi Lestari. The Effect of Career Adaptation on Employee Performance through Job Satisfaction

H5: It is suspected that the loyalty of generation Z employees has a positive effect on job satisfaction.

Employee Loyalty Towards Job Satisfaction

Organizational culture is a system of values, norms, and beliefs that are shared by members of an organization and serve as guidelines for behavior in the work environment. A strong organizational culture can create a conducive work environment, increase motivation, and strengthen employee commitment to organizational goals. According to research by Pradnyani and Surya Putra (2023), organizational culture has a positive and significant influence on job satisfaction. A good organizational culture can increase employee engagement, which in turn has an impact on increasing job satisfaction. Another study by Jayanthi and Suniantara (2024) also showed that organizational culture has a positive effect on job satisfaction. The results of this study indicate that a good organizational culture can increase employee job satisfaction.

H6: It is suspected that organizational culture has a positive influence on job satisfaction.

Organizational Culture on Job Satisfaction

Employee adaptability refers to an individual's ability to adjust to the work environment, including changes in tasks, technology, and organizational dynamics. Good adaptability allows employees to face challenges more effectively, which can increase job satisfaction. Job satisfaction, in turn, contributes to improved employee performance. Research by Lestari (2021) shows that career adaptability has a positive effect on employee performance through job satisfaction as a mediating variable. This indicates that employees' ability to adapt to changes in the work environment can increase their job satisfaction, which ultimately has a positive impact on performance.

H7: It is suspected that employee adaptation has an indirect influence on employee performance through job satisfaction.

Indirect Effect of Loyalty on Employee Performance through Job Satisfaction

Employee loyalty reflects the level of commitment and attachment of individuals to the organization where they work. Loyal employees tend to show high dedication, desire to maintain long-term working relationships, and positive contributions to the achievement of organizational goals. Several studies have shown that employee loyalty can affect performance through job satisfaction as a mediating variable. For example, a study by Ateeq et al. (2023) found that job satisfaction significantly mediated the relationship between employee loyalty and job performance. The results of this study indicate that loyal employees tend to feel more satisfied with their jobs, which in turn improves their performance.

H8: It is suspected that loyalty has an indirect influence on employee performance through job satisfaction.

Indirect Effect of Generation Z Loyalty on Employee Performance through Job Satisfaction

Job satisfaction, which reflects positive feelings towards work, can be a mediator in the relationship between employee loyalty and performance. A study by Yang and Dini (2023) found that career development and a conducive work environment increased the loyalty of Generation Z employees. In addition, a study by Dini and Chou (2024) showed that job satisfaction significantly mediated the relationship between work motivation,

leadership style, and work competence on the performance of Generation Z employees. This emphasizes the importance of job satisfaction in improving performance through various organizational factors.

H9: It is suspected that Generation Z loyalty has an indirect influence on employee performance through job satisfaction.

Indirect Effect of Adaptation, Generation Z Loyalty, and Organizational Culture on Employee Performance through Job Satisfaction

A positive and supportive organizational culture can increase employee job satisfaction. Research by Faturrahman and Yuniawan (2023) shows that organizational culture has a positive and significant influence on job satisfaction, which in turn has an impact on improving employee performance. Job satisfaction acts as a significant mediator in the relationship between organizational factors (such as organizational culture and employee loyalty) and employee performance. A study by Dini and Chou (2024) shows that job satisfaction significantly mediates the relationship between work motivation, leadership style, and work competence on the performance of Generation Z employees.

H10: It is suspected that there is an indirect influence of employee adaptation, loyalty of Gen Z employees, and organizational culture on employee performance through job satisfaction.

3. Data and Method

The method used is a survey method where the author distributes questionnaires for data collection. The approach used in this study is a quantitative approach. According to Sugiyono, (2013) quantitative research is defined as a research method based on the philosophy of positivism, used to research a particular population or sample, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing the hypothesis that has been applied.

Population and Sample

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2019). In this study, the population was all employees of KFC Area Cempaka totaling 78 employees. The sampling method in this study used the entire population known as census sampling or total population. In this approach, each member of the population studied is included in the sample, allowing researchers to collect comprehensive and representative data. The number of samples in this study was 78 employees.

According to Sugiyono, (2019) in terms of method or data collection, data collection techniques can be done by distributing questionnaires. Therefore, the data collection method used by researchers is a questionnaire. With that, researchers distributed questionnaires directly which were filled out by KFC Area Cempaka employees because it was to measure employee perceptions so that employees had strong self-confidence, had the ability to do better work so as to produce higher individual performance and become a benchmark for employees in carrying out their duties.

Table 1. Likert Scale

No	Information	Value/Score
1.	Strongly agree (SS)	4
2.	Agree (S)	3
3.	Don't agree (TS)	2
4.	Strongly Disagree (STS)	1

Source: (Sugiyono, 2019)

Questionnaire on Employee Adaptation, Generation Z Employee Loyalty, and Organizational Culture, on employee performance with job satisfaction as a mediator answered by respondents. This study was measured using the Likert Scale. To measure attitudes, opinions and perceptions of individuals or groups of individuals about social phenomena that are specifically identified using the Likert Scale by researchers.

Data Analysis

Data processing carried out in this study was carried out by computer using PLS-SEM (Partial Least Squares Structural Equation Modeling) version 4.0 with the aim of obtaining accurate calculation results and making it easier to process data, so that it is faster and more

4. Results

Inner Model Analysis

After conducting a model evaluation and obtaining that each construct has met the requirements of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is the evaluation of the structural model which includes testing the model fit, Path Coefficient, and R^2 . Model fit testing is used to determine whether a model has a good match with the data.

R Square Analysis

Table 2. R Square Test Results

	R-square	R-square adjusted
Y	0.807	0.796
Z	0.788	0.780

Source: processed data, (2025)

Based on the results in the table, the R-square value for the employee performance variable is 0.807, which indicates that 80.7% of employee performance variability is explained by employee adaptation, employee loyalty, and organizational culture. Meanwhile, the R-square value for the job satisfaction variable is 0.788, which means that 78.8% of job satisfaction variability is explained by these three variables. The rest is influenced by other factors outside this study.

Effect Size (F2)

Table 3. F Square Test Results

	X1	X2	X3	Y	Z
X1				0.031	0.063
X2				0.040	0.187
X3				0.064	0.285
Y					
Z				0.233	

Source: processed data, (2025)

Based on the table, the influence of employee adaptation, employee loyalty, and organizational culture variables on employee performance each have f-square values of 0.031; 0.040; and 0.064, which indicate a small influence. Meanwhile, employee adaptation to job satisfaction also has a small influence (0.063), but employee loyalty and organizational culture have a moderate influence on job satisfaction with f-square values of 0.187 and 0.285, respectively. Finally, job satisfaction on employee performance shows a moderate influence with an f-square value of 0.233.

Fit Models

Table 4. Model Fit Test Results

	Saturated model	Estimated model
SRMR	0.072	0.072
d_ULS	3.302	3.302
d_G	9.963	9.963
Chi-square	2,355,895	2,355,895
NFI	0.538	0.538

Source: processed data, (2025)

Based on the output above, it can be seen that the SRMR value is 0.072 so that the model is appropriate or has met the goodness of fit model criteria.

Direct Effect Hypothesis Test

Table 5. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
H1 -> Y	0.099	0.099	0.108	0.913	0.361	No significant
H1 -> Z	0.144	0.145	0.111	1.294	0.196	No Significant
H2 -> Y	0.180	0.187	0.158	1.138	0.255	Not significant
H2 -> Z	0.372	0.380	0.140	2,659	0.008	Significant
H3 -> Y	0.235	0.231	0.185	1,267	0.205	No significant
H3 -> Z	0.456	0.445	0.130	3,518	0.000	significant
Z -> Y	0.461	0.456	0.241	1,909	0.056	No significant

Source: processed data, (2025)

Based on the results of the hypothesis test using the bootstrapping method on SmartPLS, it was found that employee adaptation, employee loyalty, and organizational culture did not have a significant effect on employee performance, indicated by a P-value > 0.05 and t-statistic < 1.96. In addition, employee adaptation also did not

affect job satisfaction. However, employee loyalty and organizational culture had a significant effect on job satisfaction, with a P-value <0.05 and t-statistic > 1.96. Meanwhile, job satisfaction did not have a significant effect on employee performance, so it could not be a mediating variable in this model.

Test of the Influence of Mediating Variables

Table 6. Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1 -> Z -> Y	0.066	0.066	0.068	0.980	0.327
H2 -> Z -> Y	0.172	0.169	0.114	1,503	0.133
H3 -> Z -> Y	0.210	0.206	0.130	1.618	0.106

Source: processed data, (2025)

Table 7. Total Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1 -> Y	0.165	0.165	0.107	1,553	0.121
H1 -> Z	0.144	0.145	0.111	1.294	0.196
H2 -> Y	0.352	0.357	0.141	2.488	0.013
H2 -> Z	0.372	0.380	0.140	2,659	0.008
H3 -> Y	0.445	0.437	0.148	3.004	0.003
H3 -> Z	0.456	0.445	0.130	3,518	0.000
Z -> Y	0.461	0.456	0.241	1,909	0.056

Source: processed data, (2025)

Based on the results of the indirect and total effect tests, it is known that job satisfaction cannot mediate the influence between employee adaptation, employee loyalty, or organizational culture on employee performance. Although the total effect of each independent variable on performance is quite large, the P values for the indirect effects are all above 0.05, indicating that the indirect effect through job satisfaction is not significant. Thus, job satisfaction does not act as a mediator in the relationship between the three variables on employee performance.

5. Discussion

The Influence of Employee Adaptation on Employee Performance

Based on the results of the direct influence test, the employee adaptation variable does not have a partial effect on employee performance. This is due to the existence of a standard training program at KFC that ensures that all employees, regardless of their adaptability, acquire the skills and knowledge needed to carry out their tasks effectively. This consistency of training reduces the impact of individual differences in terms of adaptation. In addition, work in the fast food industry is repetitive and structured, such as preparing food, taking orders, and serving customers. These tasks are easily learned through training, so they do not require complex adaptation.

KFC also provides support systems such as team leaders, supervisors, and mentors that help employees carry out their roles and overcome challenges, so that the need for high personal adaptation is reduced. The results of this study do not support the research conducted by Lestari (2021), and Rajagukguk et al. (2024). which states that employee adaptation influences employee performance.

The Influence of Employee Loyalty on Employee Performance

Based on the results of the direct influence test, the employee loyalty variable has no partial effect on employee performance. This is because fast food restaurant chains such as KFC usually have highly structured and standardized work roles, with clear expectations and procedures. This standardization reduces the need for employees to demonstrate personal initiative or high loyalty in order to meet performance expectations. The work is relatively easy and success depends more on adherence to procedures than on personal involvement or commitment. The fast food industry, including KFC, is known to have high employee turnover, often because many positions are part-time or entry-level. In an environment like this, employees may not work long enough to develop a strong sense of loyalty to the company. This high employee turnover causes employee loyalty to have less effect on performance because many workers are temporary. Performance in this situation is usually more about following orders and sticking to established processes than personal initiative or a deep emotional connection to the company. Loyalty becomes less important if performance is primarily about compliance. The results of this study support the research conducted by Letsoin and Ratnasari (2020), and Qorfianalda and Wulandari (2021) which stated that employee loyalty has no effect on employee performance. Meanwhile, this study does not support the research conducted by Wibowo et al. (2022) which states that employee loyalty has an effect on employee performance.

The Influence of Organizational Culture on Employee Performance

Based on the results of the direct influence test, the organizational culture variable does not have a partial effect on employee performance. This is because KFC operates in the fast food industry which has highly standardized work roles and tasks. Employees follow strict procedures in preparing food, serving customers, and other tasks. As a result, organizational culture may have little effect on performance because employees are expected to comply with certain rules and protocols without having to engage or understand the organizational culture in depth. KFC emphasizes speed, efficiency, and consistency in its service, and employee performance is usually assessed based on order accuracy, speed of service, and cleanliness, which are more influenced by training and adherence to procedures than employee engagement with the organizational culture. Employees can meet these performance expectations without having a strong connection to the company culture. The fast food industry generally applies strict rules that limit employee autonomy and personal expression, requiring them to carry out tasks in a certain way in order to maintain operational consistency. In such an environment, organizational culture may have little room to influence individual behavior, as performance is more about following instructions than aligning with cultural values. The results of this study do not support the research conducted by Astuti (2022), and Rivai (2020) which stated that organizational culture influences employee performance.

The Influence of Employee Adaptation on Job Satisfaction

Based on the results of the direct effect test, the employee adaptability variable does not have a partial effect on job satisfaction. This is because the KFC work environment is highly structured with standard procedures for tasks such as preparing food, serving customers, and cleaning. These repetitive tasks limit the need for employees to adapt to different situations or challenges. Because the job does not require much personal initiative or adaptation, this may not have a significant impact on employee job satisfaction overall. KFC

employees, especially in lower positions, are often motivated by direct and tangible rewards such as hourly wages, tips, or short-term performance bonuses. These external rewards often have a greater effect on job satisfaction than internal adaptability. As long as immediate needs are met, employees may be satisfied with their jobs without having to adapt to the role or work culture. In many fast food chains, including KFC, employee autonomy is limited because the job prioritizes compliance with procedures and instructions rather than the expression of creativity or personal initiative. This low level of personal control makes the need to adapt less relevant to job satisfaction. Employees can be satisfied by meeting clear expectations without having to adapt to changing conditions. The results of this study do not support the research conducted by Lestari (2021) which states that employee adaptation has an effect on job satisfaction.

The Influence of Employee Loyalty on Job Satisfaction

Based on the results of the direct influence test, the employee loyalty variable has a partial effect on job satisfaction. This is because loyal employees tend to feel a strong emotional bond with the company, which creates a sense of pride and attachment. This emotional connection increases job satisfaction because employees feel like they are part of something bigger, not just doing their job for a paycheck. Loyal employees tend to have a more stable view of their roles, which contributes to job satisfaction. Loyalty also often means longer tenure, providing benefits such as consistent work schedules, more predictable income, and a sense of security in their positions. Loyal employees tend to build strong relationships with coworkers and management, creating a positive work culture. This sense of togetherness and teamwork makes work more enjoyable and increases overall job satisfaction. Additionally, employees who demonstrate loyalty are more likely to receive recognition, promotions, or awards from management, which further increases job satisfaction because they feel appreciated for their commitment.

The Influence of Organizational Culture on Job Satisfaction

Based on the results of the direct influence test, the organizational culture variable has a partial effect on job satisfaction. This is because a strong and positive organizational culture creates a friendly, respectful, and collaborative work environment. When employees feel comfortable and supported by coworkers and managers, this increases overall job satisfaction. If KFC's culture emphasizes teamwork, friendliness, and open communication, employees will enjoy their work environment more. A culture that prioritizes recognition and appreciation of employee hard work can also create a positive feedback cycle, so that workers feel valued and job satisfaction increases. An organizational culture that involves employee participation and input can increase their engagement. When employees feel their opinions and contributions are valued, they will be more motivated and satisfied with their roles. In addition, employees' understanding and alignment with the company's mission and values make it easier for them to find meaning in their work. KFC culture can influence how employees view their role in the larger goals of the company, thus driving motivation and satisfaction. The results of this study support research conducted by Qorfianalda and Wulandari (2021), and Nurhasanah et al. (2022) which stated that organizational culture influences job satisfaction.

The Influence of Job Satisfaction on Employee Performance

Based on the results of the direct influence test, the job satisfaction variable does not have a partial effect on employee performance. This is because many tasks in fast food chains such as KFC are highly standardized and involve repetitive work such as cooking, taking orders, and packing that does not change much from day to day. This limits the opportunity for employees to demonstrate individual skills or innovation in their performance. Therefore, performance is more related to meeting predetermined standards than being influenced by job satisfaction. KFC employees also have limited decision-making or autonomy in their roles.

Although they are satisfied with their jobs, performance is usually determined by strict operational guidelines, regulations, and fast-paced work demands, so there is very little room for expression or improvement based on job satisfaction. Job performance at KFC is usually measured by external metrics such as speed, accuracy, customer service assessment, and achievement of certain targets. The results of this study do not support the studies conducted by Lestari (2021), Nurhasanah et al. (2022), and Qorfianalda and Wulandari (2021) which state that job satisfaction affects employee performance.

The Influence of Employee Adaptation on Employee Performance Through Job Satisfaction

Based on the results of the indirect influence test, the hypothesis that job satisfaction moderates the effect of employee adaptation on employee performance is rejected. This is because employee adaptation usually refers to the initial adjustment period when employees begin to get to know their jobs, work culture, and roles. At this stage, employees focus more on learning the job and adjusting to new tasks and environments. This process does not necessarily have a significant impact on job satisfaction, especially if they are still trying to understand their responsibilities. Adaptation relates to how well employees adapt to their environment, while job satisfaction is more about how satisfied employees are with their roles and work environments. These two adaptation concepts are not always related, especially if employees adapt to jobs that are considered challenging or boring, which can lead to low satisfaction even though they are effective.

The Influence of Employee Loyalty on Employee Performance Through Job Satisfaction

Based on the results of the indirect influence test, this is because employee loyalty in a fast food environment such as KFC is often driven by factors such as job stability, comfort, and the need for income, compared to a strong emotional attachment to the company. Loyal employees may still perform their duties well because of external motivation (eg, fixed income, benefits) and not necessarily because of a deep commitment to the company's mission. In such cases, job satisfaction may have little effect on the relationship between loyalty and performance because loyalty itself is less related to intrinsic motivation or emotional fulfillment. Loyalty in a fast food restaurant environment is sometimes indirect (eg, staying at a job due to lack of alternatives or family obligations), which may mean that employees are loyal but not very satisfied. If loyalty is not driven by personal pleasure or alignment with company values, then it may not significantly affect performance, regardless of job satisfaction.

The Influence of Organizational Culture on Employee Performance Through Job Satisfaction

Based on the results of the indirect influence test, so that the job satisfaction variable cannot moderate the effect of organizational culture on employee performance. This is because work culture refers to the fundamental values, beliefs, and behaviors that determine how work is done in an organization. This is often deeply embedded in the organization and influences behavior at all levels. While job satisfaction is an emotional or psychological response to one's work, work culture is more about shared organizational practices, norms, and structures. Work culture may have a direct and consistent impact on company performance, regardless of how satisfied its employees are. Even if employees are satisfied, the underlying culture will shape performance through standard processes, team dynamics, and leadership practices. Work culture often determines performance standards and expectations, especially in companies like KFC, which prioritize consistency in service and food quality. Job satisfaction may have limited power to moderate this relationship because the impact of culture on performance can override individual employee feelings about their work. For example, a culture that emphasizes speed, quality, and customer service will affect performance outcomes, regardless of whether employees are satisfied or not.

6. Conclusion

Based on the results of the study, it can be concluded that employee adaptation, employee loyalty, and organizational culture do not directly affect employee performance. In addition, employee adaptation also does not affect job satisfaction, which shows that employees' ability to adapt does not necessarily increase their job satisfaction or performance. However, employee loyalty and organizational culture have been shown to have a positive effect on job satisfaction, indicating that loyalty and a strong work culture can increase employee satisfaction. However, adaptation job satisfaction itself does not have a significant effect on employee performance, so it cannot act as a mediating variable in the relationship between employee, employee loyalty, and organizational culture on employee performance. Thus, job satisfaction is unable to bridge the indirect effects of the three variables on employee performance. This finding indicates that other factors outside of job satisfaction are likely more dominant in shaping employee performance, especially in the context of Generation Z employees.

Recommendation

Based on the results and limitations of this study, it is recommended that further research consider adding other independent variables that have the potential to influence employee performance, but have not been analyzed in this study. Some variables that can be considered include work spirit, work environment, and availability of work facilities, which theoretically and empirically can make a significant contribution to improving employee performance. In addition, it is also recommended that future research expand the number and scope of respondents, by not only involving KFC employees in the Cempaka area, but also including employees from various branches or other companies. This step aims to obtain more representative results and stronger generalization of findings regarding the factors that influence employee performance, especially in the context of generation Z.

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