CULTURAL DIMENSIONS MODERATING WORK MOTIVATION AND ENGAGEMENT: A COMPARATIVE STUDY OF GENERATION Z EMPLOYEES IN CHINA AND INDONESIA[*]

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Abstract

This study examines how cultural dimensions moderate work motivation-engagement relationships among Generation Z employees in China and Indonesia. A quantitative cross-sectional design was employed using validated scales (MWMS, UWES-9, IWoRC) with 619 Generation Z employees (China: n=397; Indonesia: n=222) from a multinational automotive manufacturer. Structural equation modeling and multi-group analysis tested the hypothesized relationships.

It was demonstrated that work motivation strongly influences work engagement (β=0.678, p<0.001, R^2=0.571). All four cultural dimensions-gender egalitarianism, power distance, status attribution, and universalism-particularism-significantly moderate this relationship. Multi-group analysis reveals distinct cultural patterns: gender egalitarianism significantly moderates the motivation-engagement relationship in China (β=0.153, p=0.021) but not Indonesia (β=-0.028, p=0.730), while power distance shows significant effects in Indonesia (β=0.302,

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p=0.006) but not China (β=0.072, p=0.298). Status attribution demonstrates positive moderation in Indonesia (β=0.152, p=0.007), and universalism-particularism shows significant effects in China (β=0.197, p=0.008).

These findings advance Self-Determination Theory by demonstrating cross-cultural applicability while revealing important cultural contingencies. The study provides multinational organizations with evidence-based strategies for enhancing Generation Z employee engagement through culturally-calibrated approaches: implementing gender-balanced leadership initiatives in China, establishing hierarchical structures with consultation frameworks in Indonesia, and developing recognition systems that acknowledge both individual achievement and collective contributions. This research contributes to cross-cultural management literature by examining dynamic moderating effects of cultural values on workplace processes, moving beyond static country comparisons.

Keywords: Work motivation, Work engagement, Cultural dimensions, Generation Z, Cross-cultural management

Introduction

Today's multinational companies face growing complexities in managing culturally diverse cohorts-especially with Generation Z reaching the global work. This generation, which was born between 1995 and 2005 (Chillakuri, 2020, Schroth, 2019), has significantly different expectations and behaviors from its contemporaries. Generation Z sees how things work in a different way because of the swift digital transformation and remarkable global connectivity. This perspective carries particular weight in emerging Asian economies, where cultural dimensions profoundly impact workplace dynamics (Mahmoud et al., 2021).

The automotive manufacturing sector properly illustrates these issues. As a result of changing labor objectives, firms are diversifying their operations across

nationally and culturally diverse areas. Take the case of multinational joint ventures like SAIC-GM-Wuling (SGMW), which must navigate intricate cultural landscapes to effectively motivate and engage employees across different national contexts. Although motivation and engagement have been extensively studied in Western contexts, it is still difficult to comprehend how these concepts function in emerging Asian economies (Lee Cooke & Saini, 2012). Traditional Western motivational frameworks often prove less applicable here, calling for culturally calibrated approaches to truly understand workplace dynamics (Gutterman, 2024). Generation Z employees, whose practices are also influenced by a number of millennial traits and deeply rooted cultural values, have an especially important role in this area.

Objectives

1. To examine and compare the relationship between work motivation and work engagement among Generation Z employees in the cultural contexts of China and Indonesia at SGMW.

2. To investigate the role of cultural dimensions in the relationship between work motivation and work engagement for Generation Z employees at SGMW.

3. To analyze how specific cultural dimensions impact and influence the relationship between work motivation and work engagement among Generation Z employees in China and Indonesia at SGMW.

Literature Review

Self-determination theory (SDT) offers a distinctive theoretical lens for examining workplace motivation, conceptualized as a continuum encompassing both external regulation and intrinsic motivation (Deci & Ryan, 2000; Rigby & Ryan, 2018). Within this framework, fulfillment of three fundamental psychological

needs-autonomy, competence, and relatedness-is posited to propel motivational forces and influence workplace outcomes (Gagné & Deci, 2005). Emerging integrative research necessitates systematic assessment of how cultural contingencies reconfigure these psychological mechanisms across diverse contexts (Van den Broeck et al., 2021).

Work engagement-characterized by sustained vigor, deep dedication, and focused absorption-demonstrates critical importance for enhancing productivity, innovation, and retention (Schaufeli et al., 2002; Bailey et al., 2017). Cultural variances in motivation-engagement relationships suggest differential effectiveness of motivational mechanisms across contexts.

Cultural dimensions theory facilitates interpretation of such variations. Four critical dimensions identified within Hofstede's (2001) foundational framework and the GLOBE project (House et al., 2004)-power distance (acceptance of unequal power distribution), universalism-particularism (rule-based versus relationship-based orientations), status attribution (achieved versus ascribed status distinctions), and gender egalitarianism (equality between gender identities)-provide essential analytical constructs for interpreting Generation Z workplace dynamics (Taras et al., 2023). Instead of assuming national consistency as is the case with contemporary research (Tung & Stahl, 2018, Kirkman & al., 2006), these dimensions are examined at individual levels.

Consider China and Indonesia as revealing comparative contexts: China navigates shifting power distance while maintaining strong collectivistic orientations (Xiao & Cooke, 2020), whereas Indonesia prioritizes relationship-based approaches influenced by religious traditions (Mangundjaya, 2013, Irawanto et al., 2011). How motivation and engagement are exchanged is likely to be affected by these social connections.

Three crucial information cracks must be addressed despite growing scholarly attention to cross-cultural management. First, Effective empirical evidence displaying how cultural dimensions moderate the motivation-

engagement relationship-particularly for Generation Z workers in non-Western contexts-remains lacking. While earlier studies (Taras et al., 2010) demonstrated how culture directly affects workplace outcomes, its moderating mechanisms are untapped. Second, generational cohorts are frequently mistaken for being culturally uniform in contemporary scholarship without considering how generational traits are influenced by national culture (Parry & Urwin, 2021). Third, many studies generally use Western-developed techniques without properly evaluating their cross-cultural accuracy or developing boundary conditions (Tsui et al., 2007).

This research addresses these gaps by examining how cultural dimensions moderate the work motivation-engagement relationship among Generation Z employees at SGMW facilities in China and Indonesia. Two primary hypotheses guide this investigation:

H1: The relationship between work motivation and work engagement differs significantly between Generation Z employees in China and Indonesia.

H2: Cultural dimensions (gender egalitarianism, power distance, status attribution, and universalism-particularism) moderate the relationship between work motivation and work engagement for Generation Z employees.

Mothodology

1. Research Design and Context

A quantitative cross-sectional design was employed to investigate the moderating effects of cultural dimensions on the motivation-engagement relationship among Generation Z employees. This approach was implemented at SGMW, a Sino-American automotive joint venture ranked among China's top manufacturers. The multinational corporation's operations across three Chinese cities (Liuzhou, Qingdao, Chongqing) and an Indonesian manufacturing base provided an ideal comparative setting under standardized organizational

protocols. The automotive manufacturing sector was specifically selected for its high global integration, standardized operational frameworks, and increasing technological transformation that creates critical context for examining Generation Z workplace dynamics (Grzybowska & Lupicka, 2017).

2. Participants and Sampling

Generation Z employees (born 1995-2005) from SGMW facilities in China and Indonesia were targeted for participation. The sample size was calculated using Cochran's formula for finite populations, with a 95% confidence level and a 5% margin of error (Cochran, 1977). To ensure the independence and validity of the findings, separate sample size calculations were conducted for Generation Z employees in China and Indonesia using Cochran's formula for finite populations. Regarding 12,000 Generation Z employees in China and 480 in Indonesia, 372 respondents in China and 214 in Indonesia are the minimum sample sizes respectively. To account for potential non-response and ensure adequate representation, the calculated sample sizes were increased by 30%, based on an anticipated response rate (Dillman et al., 2014). As a result, the sample size is determined as 484 respondents in China and 278 in Indonesia, and purposive sampling ensured representation across departments, gender, and organizational levels within the Generation Z cohort. A final sample of 619 participants (China: n=397; Indonesia: n=222) was obtained, exceeding minimum requirements and providing adequate power for multi-group analysis (Kline, 2023).

3. Measures

The questionnaire was developed in Chinese and English versions, with linguistic equivalence ensured through back-translation methodology (Brislin, 1970). All instruments underwent content validation using the Index of Item-Objective Congruence (IOC) process (Turner & Carlson, 2003) and were based on the 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree):

3.1 Individual Work-Related Culture (IWoRC) Scale (Taras et al., 2023)

Cultural dimensions were measured using validated subscales from the IWoRC instrument examining gender egalitarianism (3 items), power distance (3 items), status attribution (3 items), and universalism-particularism (3 items,).

3.2 Multidimensional Work Motivation Scale (MWMS) (Gagné et al., 2015)

Four subscales, external regulation(3 items), introjection(3 items), identified regulation(3 items) and intrinsic motivation(3 items) were distributed to measure motivation along self-determination continuum.

3.3 Utrecht Work Engagement Scale-9 (UWES-9) (Schaufeli et al., 2019)

The work engagement was measured by three subscales, including vigor (3 items), dedication (3 items) and absorption (3 items).

Following recommendations for cross-cultural organizational research (Spector and Brannick, 2010), age, gender, educational level, organizational tenure, and job title were designed as the control variables.

4. Data Collection

Data was collected in April 2025 following institutional review board approval and organizational consent. Questionnaires were distributed through SGMW's internal email system by the Human Resources Department. Data collection lasted one week with reminder emails sent on day 3 and day 7 following Dillman et al.'s (2014) survey methodology best practices. Participation was voluntary with electronic informed consent. Response rates were 83% in China and 81% in Indonesia, exceeding typical organizational survey benchmarks (Baruch & Holtom, 2008).

5. Analytical Strategy

Data analysis followed a two-stage approach using SPSS 26.0 for preliminary analyses and SmartPLS 4.0 for structural equation modeling (SEM), following contemporary PLS-SEM guidelines for cross-cultural research (Sarstedt et al., 2022).

5.1 Preliminary Analysis

To ensure data quality, missing values (<3% total) were handled via mean substitution. Multivariate outliers were identified using Mahalanobis distance ($p <$ 0.001). Normality was verified by skewness (|SI| < 3) and kurtosis (|KI| < 10) indices (Schumacker & Lomax, 2015). Internal consistency reliability was confirmed with Cronbach's α > 0.70 (Hu and Bentler, 1999) to prepare for the subsequent analysis steps.

5.2 Comprehensive Measurement

Based on PLS-SEM procedures (Ringle et al., 2024), confirmatory factor analysis (CFA) was initially conducted to examine the hypothesized relationships between observed variables and latent constructs, and to evaluate the overall model fit. Subsequently, discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio (Fornell & Larcker, 1981; Henseler et al., 2016). Next, SEM was employed to test the hypothesized relationships, including the evaluation of R^2, f^2, and Q^2 values, and the assessment of path coefficients using t-statistics and p-values derived from bootstrapping (Hair et al., 2017). Finally, multi-group analysis (MGA) was performed to determine whether cultural differences significantly moderated the relationship between work motivation and work engagement across China and Indonesia. Measurement invariance was established using the Measurement Invariance of Composite Models (MICOM) procedure (Henseler et al., 2016), followed by a comparison of group-specific path coefficients to reveal the findings.

Results

Organizational composition was reflected in the demographic characteristics: Chinese sample (94.7% male, mean age 24.3 years, SD=2.1; average tenure 2.4 years); Indonesian sample (94.1% male, mean age 23.8 years,

SD=1.9; average tenure 2.1 years). Educational backgrounds showed 61.2% of Chinese participants and 40.1% of Indonesian participants held associate degrees or higher. It is emphasized that 65% of the Chinese participants were junior engineers. In comparison, this position accounted for 78.4% among the Indonesian participants.

Following data collection from 619 Generation Z employees (China: n=397; Indonesia: n=222), preliminary screening examined distributional properties and data quality. Normality assessment through skewness (SI) and kurtosis (KI) values confirmed that all variables approximated a normal distribution, with values (Table 1) within acceptable ranges ($|SI| < 3$, $|KI| < 10$) as recommended by Schumacker and Lomax (2015).

Internal consistency reliability was assessed using Cronbach's Alpha. The overall Cronbach's Alpha (Table 1) for the total sample (N=619, 33 items) was 0.867, indicating high reliability. For the Chinese sample (N=397), Cronbach's Alpha values were 0.861 for Work Motivation, 0.857 for Cultural Dimensions, and 0.880 for Work Engagement. For the Indonesian sample (N=222), the values were 0.867, 0.831, and 0.799 respectively.

Table 1: Reliability Analysis on the Total Data

Number of Items	Number of Samples	Cronbach's Alpha
33	619	0.867

1. CFA

The initial execution of CFA showed that all indices exceeded recommended thresholds, suggesting good model-data correspondence. However, convergent validity assessment revealed several items with factor loadings below 0.70: Q8 (External Regulation, $\lambda=0.346$), Q25 (Status Attribution, $\lambda=0.260$), Q35 (Dedication, $\lambda=0.052$), and Q38 (Absorption, $\lambda=0.047$). These items were removed following Hair et al.'s (2017) recommendations for improving

construct validity. After item deletion, model fit improved marginally: χ^2/df=1.322, RMSEA=0.023, SRMR=0.026, CFI=0.987, TLI=0.983, NFI=0.948, and GFI=0.956 (Table 2). All constructs achieved acceptable composite reliability (CR>0.70) and average variance extracted (AVE>0.50), confirming convergent validity. Discriminant validity was established through both Fornell-Larcker criterion, where square roots of AVE exceeded inter-construct correlations, and HTMT analysis with all values below 0.85 (Henseler et al., 2016).

Table 2: Goodness-of-Fit Indices for Revised CFA Model

Index	Judgment Criterion	Statistical Value
ChiSqr/df (χ^2/df)	< 3	1.322
RMSEA	< 0.05 (good fit)*	0.023
GFI	> 0.90	0.956
NFI	> 0.90	0.948
TLI	> 0.90	0.983
CFI	> 0.90	0.987
PGFI	> 0.50	0.708
SRMR	<0.08	0.026

2. SEM

The structural model demonstrated substantial explanatory power, with R^2= 0.571 for work engagement, indicating the model explained 57.1% of variance in the dependent variable. Component R^2 values ranged from 0.535 (external regulation) to 0.737 (vigor), with all first-order engagement dimensions showing strong explained variance(Table 4). The effect size (f^2) revealed work motivation's

large effect on work engagement (f^2=0.958), far exceeding the 0.35 threshold for large effects. Direct effects of cultural dimensions showed negligible impact (f^2<0.02), suggesting their influence operates primarily through interaction with motivation. Predictive relevance assessment through blindfolding yielded Q^2=0.301 for work engagement, confirming the model's predictive capability (Stone, 1974; Geisser, 1975).

　　　Bootstrapping with 5,000 subsamples revealed significant relationships. As Table 3 indicated, work motivation strongly predicted work engagement (β=0.678, t=18.155, p<0.001). All cultural dimension interactions significantly moderated this relationship: gender egalitarianism (β=0.134, t=2.598, p=0.009), power distance (β=0.110, t=2.248, p=0.025), status attribution (β=0.106, t=2.619, p=0.009), and universalism-particularism (β=0.134, t=2.347, p=0.019). These positive coefficients indicate that higher levels of each cultural dimension strengthen the motivation-engagement relationship.

Table 3: Path Coefficients

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
WM -> WE	0.678	0.679	0.037	18.155	0.000
GE x WM -> WE	0.134	0.120	0.052	2.598	0.009
PD x WM -> WE	0.110	0.115	0.049	2.248	0.025
SA x WM -> WE	0.106	0.112	0.041	2.619	0.009
UP x WM -> WE	0.134	0.133	0.057	2.347	0.019

Note: WM=Work Motivation, WE=Work Engagement, GE= Gender Egalitarianism, PD= Power Distance, SA= Status Attribution, UP= Universalism-Particularism.

3. MGA

MICOM procedures established measurement invariance prerequisites for cross-country comparison (Henseler et al., 2016). Configural invariance was confirmed through identical model specifications. Compositional invariance testing showed all p-values exceeded 0.05, confirming construct comparability. While partial measurement invariance was achieved (some constructs showed mean differences between countries), this sufficed for path coefficient comparison (Vandenberg and Lance, 2000).

Multi-group analysis (Table 4) revealed nuanced cross-cultural differences. The direct motivation-engagement relationship remained strong and similar across countries (China: β=0.676; Indonesia: β=0.664; difference=0.012, p=0.873). However, moderation effects differed significantly. Gender egalitarianism moderated positively in China (β=0.153, p=0.021) but not Indonesia (β=-0.028, p= 0.730), with the difference statistically significant ($\Delta\beta$=0.181, p=0.038). Conversely, power distance showed no moderation in China (β= 0.072, p=0.298) but strong positive moderation in Indonesia (β=0.302, p=0.006), difference significant ($\Delta\beta$=-0.230, p=0.002). Status attribution moderated significantly only in Indonesia (β=0.152, p=0.007), while universalism-particularism moderated significantly only in China (β=0.197, p=0.008). These findings support Hypothesis 1 regarding country differences in the motivation-engagement relationship and partially support Hypothesis 2 regarding cultural moderation, though the specific patterns vary by dimension and country context.

Table 4: Multi-Group Analysis Path Coefficient Comparison

Path	China		Indonesia		Group Difference	
	β	p	β	p	Δβ	p
WM -> WE	0.676	0.000	0.664	0.000	0.012	0.873
GE x WM -> WE	0.153	0.021	-0.028	0.730	0.181	0.038
PD x WM -> WE	0.072	0.298	0.302	0.006	-0.230	0.002
SA x WM -> WE	0.092	0.193	0.152	0.007	-0.060	0.330
UP x WM -> WE	0.197	0.008	0.051	0.519	0.146	0.067

Note: β value represents the path coefficient, Δβ value represents the difference between the path coefficient of Chinese and Indonesian groups.

Discussion

This study examined the moderating effects of cultural dimensions on the work motivation-engagement relationship among Generation Z employees in China and Indonesia. The findings reveal intricate patterns of cultural influence that support and extend existing academic frameworks while highlighting important boundary conditions for cross-cultural management practices in the automotive industry.

The strong correlation between work motivation and engagement (β = 0.678, $p < 0.001$) provides compelling evidence for SDT's universality while simultaneously revealing cultural nuances in its application. This finding aligns with Chen et al.'s (2015) cross-cultural validation of basic psychological needs but extends their work by demonstrating how cultural dimensions systematically moderate motivational processes. The significant effect (f^2=0.958) outperforms typical organizational behavior relationships, suggesting that Generation Z may have a particularly strong motivation-engagement link, perhaps as a result of this

cohort's commitment to meaningful work (Schroth, 2019). However, the differential moderation patterns across countries challenge assumptions about SDT's uniform application. While Ryan and Deci (2017) acknowledge cultural variations in need satisfaction, these findings specify how particular cultural dimensions amplify or attenuate motivational effects. This supports recent recommendations in motivational theories for more nuanced cultural integration (Aycan et al., 2022).

What emerges from this analysis is a reconceptualization of cultural dimensions as dynamic moderators rather than simple direct predictors. Cultural dimensions were found to serve as contextual amplifiers rather than exhibiting simple main effects. All direct effects demonstrated negligible impact ($f^2 < 0.02$), whereas meaningful outcomes emerged exclusively through interaction effects. This pattern aligns with Taras et al.'s (2023) proposition that individual-level cultural values predominantly function through interactions with other psychological processes, rather than operating as direct predictors. The country-specific moderation patterns particularly illuminate this complexity. Gender egalitarianism strengthened the motivation-engagement relationship in China ($\beta=0.153$) but not Indonesia, potentially reflecting China's rapid economic development and evolving gender norms in professional contexts (Cooke, 2017). Conversely, power distance moderated positively only in Indonesia ($\beta=0.302$), suggesting that hierarchical structures may paradoxically enhance motivational processes in accordance with cultural expectations, supporting Kirkman and Shapiro's (2001) contextualized view of power distance effects.

The methodological contributions of this research extend beyond theoretical insights to demonstrate the efficacy of advanced analytical approaches in cross-cultural research. The application of PLS-SEM's effective use of second-order constructs and complex interaction terms to difficult cross-cultural research demonstrates its efficacy. The PLS-SEM approach produced stable estimates with strong predictive validity ($Q^2=0.301$), in contrast to earlier

studies (Henseler et al., 2016), which struggled with convergence issues in covariance-based SEM when modeling cultural interactions. This methodological contribution addresses the need for more in-depth analysis of organizational behavior across cultures (Meyer, 2014). Furthermore, crucial support for the cross-cultural validity of established measures in emerging market contexts was provided through achievement of compositional invariance via MICOM procedures. Measurement equivalence was frequently assumed in prior research (Boer et al., 2018); however, empirically robust invariance testing confirmed that work motivation and engagement constructs functioned similarly across Chinese and Indonesian Generation Z cohorts, enabling meaningful structural comparisons.

Despite these contributions, several constraints must be acknowledged that shape the interpretation and generalizability of these findings. The cross-sectional nature limits causal inferences about the motivation-engagement relationship. Generation Z employees may experience dynamic cultural adaptation processes that longitudinal studies could examine to understand how cultural moderation effects evolve (Gelfand et al., 2017). Additionally, conducting research within SGMW provided control over organizational variables but limits generalizability. The automotive industry's technical focus and safety requirements may amplify certain cultural effects. Future investigation necessitates examination of pattern replication in other industries characterized by divergent work structures (Bailyn, 1992). The analytical focus on four cultural dimensions enabled depth but excluded potentially relevant factors (e.g., uncertainty avoidance, long-term orientation). Restriction to two national contexts also limits generalizability to other Asian economies or global comparisons. Future multi-country investigations should employ comprehensive cultural frameworks to identify additional moderation patterns (Minkov, 2018).

A particularly significant constraint involves the sample's representativeness and gender distribution. The significant gender imbalance in the sample, while reflecting industry demographics (particularly technical/engineering roles), substantially constrains findings' generalizability regarding Generation Z workplace behaviors and cultural interactions. This male-dominated sample may not capture the full spectrum of Generation Z's experiences and cultural value orientations. Observed moderation patterns may primarily represent male employees' experiences, as female Generation Z employees may exhibit differing responses to cultural dimensions.

This study enhances understanding of how cultural dimensions moderate work motivation-engagement relationships among Generation Z employees in China and Indonesia. To determine cultural moderations, PLS-SEM methodology was innovatively employed with second-order constructs. Results demonstrate that cultural dimensions operate as contextual amplifiers, exerting country-specific moderating effects that either strengthen or attenuate motivational mechanisms. Crucially, the cultural pathways that shape this relationship demonstrated significant differences between national contexts, despite the fundamental motivation-engagement relationship maintaining robustness cross-culturally.

Recommendation

1. Practical Implications

This pattern suggests that while Generation Z employees across cultures share certain fundamental motivational drivers, the mechanisms through which these drivers translate into engagement are profoundly shaped by cultural context. The differential moderation effects necessitate culturally adaptive motivation strategies for Generation Z. Chinese firms should utilize gender egalitarianism by offering gender-based growth opportunities, while Indonesian

businesses can leverage power distance as an inspirational tool. Reflecting universalism-particularism findings, standardized, rule-based systems suit Chinese employees, whereas Indonesian contexts require flexible, relationship-oriented approaches. This challenges global HR policy uniformity, supporting "glocalized" management approaches (Pudelko and Harzing, 2007).

The robust motivation-engagement relationship across countries indicates that Generation Z shares core motivational drivers despite cultural differences. Organizations should prioritize intrinsic motivation through meaningful work design, skill development, and value alignment. The model's high explanatory power (R^2=0.571) confirms these factors significantly explain Generation Z engagement variance. For SGMW specifically, mandatory cultural competency programs should be developed for managers supervising Generation Z personnel, focusing on how cultural dimensions influence motivation and engagement. Concurrently, global HR policies require region-specific adaptations to maintain SGMW's operational standards while accommodating culturally influenced motivational variations.

2. Future Research Directions

Looking toward future research directions, several promising avenues emerge from these findings. Future research needs to understand how Generation Z's digital nativity catalyzes the emergence of novel cultural configurations that transcend traditional national boundaries. Hybridized frameworks may be more effective at capturing Generation Z's complexity in light of the observed convergence of core values juxtaposed with persistent cultural distinctions (Ochis, 2024). Critically, such studies must employ gender-balanced samples to provide comprehensive insights into Generation Z's culturally embedded interactions. Although the predictive motivation-engagement relationship was analyzed, potential reciprocal effects remain unexplored. Experience sampling methodology (ESM) is recommended to capture daily

within-person fluctuations in these constructs, thus revealing micro-level cultural influences on dynamic motivation-engagement interactions (Bakker and Demerouti, 2017). The accelerating digital transformation within the automotive industry provides a strategic context wherein technological integration intersects with cultural values, restructuring employee experiences. Future research requires investigation of technology adoption as a moderator of cultural effects, potentially generating alternative pathways for motivation and engagement through culturally mediated digitalization mechanisms.

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