

GENERATION Z IN THE WORKFORCE: HOW MENTAL HEALTH SHAPE JOB SATISFACTION THROUGH WORK ENGAGEMENT IN INDONESIA'S URBAN

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Abstract: This study aims to analyze the influence of mental health on job satisfaction mediated by work involvement in Generation Z workers in the Greater Jakarta area. The research approach used was quantitative, with the distribution of questionnaires online through Google Forms to respondents who were included in the age of Gen Z and had at least one year of work experience. The sampling technique used purposive sampling with a total of 110 respondents. Data analysis was carried out using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. The results showed that mental health had a positive and significant effect on job satisfaction but did not have a significant effect on work engagement. Meanwhile, work involvement has a positive and significant effect on job satisfaction but does not act as a mediating variable between mental health and job satisfaction. These findings indicate that mental health has a direct influence on job satisfaction without intermediary work involvement. Theoretically, this study strengthens the theory of Job Demands-Resources (JD-R) by affirming the role of mental health as a personal resource that contributes to work well-being. In practical terms, the results of this study provide implications for organizations to improve the psychological well-being of employees through mental health support programs and create a conducive work environment for Gen Z workers to achieve optimal job satisfaction.

Keywords: mental health, work engagement, job satisfaction, generation Z

INTRODUCTION

Generation Z (Gen Z), who was born between 1997 and 2012, is now one of the largest productive age groups in the Greater Jakarta area. Based on the latest demographic data, Gen Z dominates the working-age population in urban areas of Indonesia, including Greater Jakarta, and is projected to continue to increase in the next few years (Mohammad, 2020; Nguyen, 2020). Gen Z is known as a digital native generation who are highly adaptive to technology, prioritizing flexibility and work-life balance and seeking meaning and satisfaction in work, not just financial

compensation (X. Chen, 2023; Kashdan, 2020; Rahman, 2024).

Theoretically, mental health has a significant influence on job satisfaction (Lee et al., 2023). The positive component of mental health can increase job satisfaction, while the negative component, such as stress and burnout, decreases it (Johnson et al., 2021; Kelloway et al., 2023). Research also shows that work engagement plays an important mediator in the relationship between mental health and job satisfaction, where individuals with good mental health tend to be more engaged and ultimately more satisfied in their work (Montani, 2020; Znidaršič & Marič, 2021). In addition, Gen Z pays close attention to work-life balance, flexibility, and a supportive work environment as the main factors that affect

their job satisfaction (Baquero, 2023; Katili et al., 2021).

Practically, the phenomenon of "job hopping," or Gen Z's tendency to change jobs often, is a real challenge for organizations in Greater Jakarta (Cahyadi, 2021). High turnover rates are often triggered by low job satisfaction, stress, overwork, and lack of engagement (Giorgi, 2020). The COVID-19 pandemic has also worsened the mental health conditions of Gen Z, which has had an impact on decreased performance and job satisfaction (Puji Astuti et al., 2020). Organizations in Greater Jakarta are now required to pay more attention to mental health aspects and engagement and create a supportive work environment to retain these young talents (Ngwenya & Pelser, 2020).

Despite the growing body of literature examining mental health, work engagement, and job satisfaction, several critical gaps remain. First, although recent studies highlight the unique work preferences and psychological well-being of Generation Z in Indonesia, much of the existing evidence focuses on general work engagement and quality of work life rather than explicitly investigating the causal mechanisms between mental health and job satisfaction for this cohort (B. Chen et al., 2022; Kelloway et al., 2023). Second, research on Generation Z's job satisfaction often emphasizes work-life balance and quality of work life as predictors, but the mediating role of work engagement in the relationship between mental health and job satisfaction has not been sufficiently tested or consistently established in local contexts Work-Life

Balance and Burnout in Gen Z. Third, although Indonesian studies have begun to explore psychological well-being and engagement among Gen Z employees, they rarely integrate these constructs into a comprehensive theoretical model that accounts for unique generational needs and organizational outcomes, especially in metropolitan labor markets such as Greater Jakarta (Huang et al., 2024; Khairani & Fachira, 2021). Therefore, this study aims to address these gaps by proposing and empirically testing an integrated model that examines the effect of mental health on job satisfaction through work engagement among Gen Z employees in Greater Jakarta, offering both theoretical advancement and context-specific insights relevant to contemporary human resource practice.

This study aims to analyze the influence of mental health on job satisfaction of Gen Z in Greater Jakarta with work engagement as a mediating variable. The results of the research are expected to make a theoretical contribution to the development of a job satisfaction model for the younger generation as well as practical recommendations for organizations in designing HR management strategies that are more adaptive and responsive to the needs of Gen Z.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee mental health greatly affects job satisfaction. The mood-congruent theory states that individuals with positive mental health tend to have better perception and work experience, thereby increasing job satisfaction. In contrast, negative components

of mental health such as stress and depression, decrease job satisfaction 7. In addition, the well-being theory emphasizes the importance of psychological and social balance in supporting performance and job satisfaction (B. Chen et al., 2022; Kelloway et al., 2023).

The Job Demands-Resources (JD-R) model is the main theory that explains work engagement. This model states that work attachment is influenced by two factors: job demands and job resources. Job resources such as organizational support and autonomy increase work engagement, while excessive demands can decrease it. Work engagement also acts as a mediator between mental health and job satisfaction, where employees with good mental health tend to be more engaged and ultimately more satisfied (Bakker, 2021, 2023; Mazzetti, 2023).

Herzberg's two-factor theory divides job satisfaction factors into motivators (intrinsic factors such as achievement, recognition, and the job itself) and hygiene factors (extrinsic factors such as salary, working conditions, and relationships with colleagues). Motivators increase job satisfaction, while hygiene factors prevent dissatisfaction. This theory remains relevant for younger generations, including Gen Z, although some recent research suggests the need for adaptation to the context of the current generation and work environment (Tichaawa, 2020; Wood, 2020).

The JD-R Model is well-suited to explain the relationship between mental health, work engagement, and job satisfaction, as it emphasizes the importance of a balance between work demands and resources in shaping employee well-being and satisfaction. Meanwhile, Herzberg's Two-Factor Theory enriches the understanding of the factors that affect job satisfaction specifically (Jamal, 2021; Radic, 2020).

Mental Health and Job Satisfaction

Mental health plays a very important role in determining job satisfaction, especially among Gen Z workers. A survey by Deloitte (2025) shows that 46% of Gen Z workers feel stressed or anxious most of the time, and 42% are considering leaving their jobs for mental health reasons.

In Indonesia, especially in Greater Jakarta, a similar phenomenon is also seen. Research by (Assaf, 2022; Saura, 2025) revealed that effective mental health programs can improve the psychological well-being and job satisfaction of Gen Z employees. Furthermore, research by (Iddagoda et al., 2021), shows that a good work-life balance can improve mental health and job satisfaction in Gen Z workers. Based on these findings, it can be concluded that good mental health contributes positively to the job satisfaction of Gen Z workers.

H1: Mental health has a positive effect on job satisfaction in Gen Z workers in Greater Jakarta.

Mental Health and Work Engagement

Mental health is an important factor that affects employee work engagement levels. Workers who have good mental health tend to be more energetic, motivated, and focused in carrying out their duties. Generation Z, who are currently starting to dominate the workforce in Greater Jakarta, show a high level of sensitivity to stress and work pressure; poor mental health conditions can lower their motivation and enthusiasm for work (Znidaršič & Marič, 2021).

Research by (Ho, 2020; Park, 2023) shows that psychological well-being has a significant positive influence on work engagement in young employees in Asia, where individuals with good mental health tend to show higher dedication, vitality, and concentration in their work. In addition, a study by (B. Chen et al.,

2022), emphasizes that work stress and anxiety that are not managed properly can reduce the level of work engagement of Gen Z employees in Indonesia. Other findings by (Kelloway et al., 2023; Vacchiano, 2023) also support that mental health support increases employee commitment and engagement, particularly in the service and creative sectors.

Based on these empirical findings, it can be concluded that good mental health encourages higher work engagement. Thus, the hypotheses that can be formulated are H2: Mental health has a positive effect on work engagement for Gen Z workers in Greater Jakarta.

Work Engagement and Job Satisfaction

Work engagement is a positive psychological condition characterized by energy, dedication, and a high focus on work. Workers who have a high level of work engagement tend to feel satisfied with their work because they are able to feel the achievement, meaning, and purpose of the work done (Bakker, 2021).

Recent research shows that work engagement plays a significant role in increasing job satisfaction, especially in the younger generation. A study by (Agrawal, 2022; Rahman, 2024) on Gen Z employees in Greater Jakarta found that the higher the level of work involvement, the higher their level of job satisfaction, both in terms of compensation, interpersonal relationships, and professional achievements. This is in line with the findings of (Znidarsic et al., 2020), who show that work engagement mediates the relationship between psychological well-being and job satisfaction, so work engagement is key to improving employee satisfaction.

In addition, (Rasool et al., 2021) research emphasizes that Gen Z who feel actively involved in work tend to be more loyal, motivated, and satisfied with their work,

because they see work not as just an obligation but as a source of learning and self-development. These findings show that work engagement has an important role as a predictor of job satisfaction.

Based on these empirical findings, the hypotheses that can be formulated are H3: Work engagement has a positive effect on job satisfaction for Gen Z workers in Greater Jakarta.

Mental Health, Work Engagement and Job Satisfaction

Mental health is an important factor that affects employee productivity and job satisfaction. Workers with good mental health tend to be more energetic, motivated, and able to cope with work pressure, making it easier for them to be actively involved in their work (Aggarwal, 2020; Rabuana & Yanuar, 2023). Work engagement itself is a positive psychological condition characterized by vitality, dedication, and high focus on work (Schaufeli, 2021).

Research by (B. Chen et al., 2022; Giorgi, 2020), shows that good mental health encourages higher levels of work engagement, where employees who have psychological well-being tend to be more motivated, dedicated, and focused in carrying out their duties. Furthermore, work engagement has also been shown to increase job satisfaction, as employees who are actively involved in their work feel the achievement, meaning, and satisfaction of the work they do (Setiawan & Widjaja, 2018).

Thus, work engagement acts as a mediator that connects mental health with job satisfaction. This means that good mental health not only has a direct impact on job satisfaction but also an indirect one through increased work engagement. Similar findings are also supported by a study by Fikri et al. (2024), which shows that work engagement mediates the influence of psychological

well-being on job satisfaction among young workers in Indonesia.

H4: Work engagement mediates the influence of mental health on job satisfaction in Gen Z workers in Greater Jakarta.

METHODOLOGY

This study uses a quantitative approach to analyze the influence of mental health on job satisfaction mediated by work engagement in Gen Z workers in Greater Jakarta. Data was collected through an online questionnaire shared using Google Forms (G-Form), with a collection period of June to August 2025.

Non-probability sampling techniques, especially purposive sampling, were used with the criteria of respondents: (1) workers who are included in the Gen Z age (born between 1997 and 2012) and (2) have at least 1 year of work experience. The selection of this criterion aims to ensure that respondents have sufficient experience to assess the variables being studied.

The sample size was determined based on the recommendations of (Hair et al., 2019), i.e., the number of indicators multiplied by 10. In this study, there are 11 indicators, so the minimum sample size required is 110 respondents. This is done to ensure that the data is sufficient so that the SEM-PLS analysis can provide stable and valid results.

The analysis method used is Structural Equation Modeling Partial Least Squares (SEM-PLS). SEM-PLS was chosen because it is able to test the direct and indirect relationship (mediation) between mental health variables, work engagement, and job satisfaction, and it is suitable for a research model with a relatively small to medium sample.

With this methodology, the study is expected to provide valid empirical evidence

regarding the influence of mental health on job satisfaction through job engagement in Gen Z workers in Greater Jakarta.

RESULTS AND DISCUSSION

RESULTS

Demographic Aspects of Respondents

To provide an overview of the characteristics of the respondents in this study, an analysis was carried out on several demographic aspects such as gender, age, field of occupation, last level of education, and marital status. These aspects are important to understand the profile of Generation Z workers in the Greater Jakarta area that is the subject of the research so that it can provide a clearer context for the interpretation of the research results. The demographic distribution of respondents is presented in the following table.

Table 1 Demographic Aspects

Variable	Category	Frequency	Percentage
Gender	Man	52	47.30%
	Woman	58	52.70%
Age (years)	21-23	30	27.30%
	24-26	52	47.30%
	27-28	28	25.40%
Field of Work	Information Technology	20	18.20%
	Finance/Banking	16	14.50%
	Creative Design	13	11.80%
	Education	12	10.90%
	Retail	25	22.70%
	Other	24	21.80%
Final Education	D3	18	16.40%
	S1	86	78.20%
	S2	6	5.40%
Marital Status	Unmarried	92	83.60%
	Marry	18	16.40%

Source: Excell processed data, 2025

Based on Table 1 above, the results of the demographic analysis of 110 respondents who are Gen Z workers in the Greater Jakarta area, an overview was obtained that shows population characteristics that are quite representative of the current condition of the young workforce. In terms of gender, female respondents were slightly more dominant than men, with percentages of 52.7% and 47.3%, respectively. This shows that women's participation in the world of work among Gen Z is increasing, in line with the trend of gender equality in various sectors of employment in urban areas.

Judging from the age group, most respondents were in the range of 24–26 years (47.3%), followed by the ages of 21–23 years (27.3%) and 27–28 years (25.4%). This age range illustrates that the majority of respondents are in the early phase of their careers, where they are actively building professional experience and adjusting to the demands of the world of work.

Based on the field of occupation, respondents work in various sectors, with the largest proportion in retail (22.7%), followed by information technology (18.2%), finance and banking (14.5%), and creative design (11.8%). This distribution shows that Gen Z workers have broad engagement in dynamic, technology-oriented sectors and creativity—two aspects that characterize this generation in choosing a career.

In terms of the last education, most of the respondents were S1 graduates (78.2%), followed by D3 (16.4%) and S2 (5.4%) graduates. This data shows that the majority of Gen Z in Greater Jakarta already have an adequate higher education background to compete in the modern labor market.

Meanwhile, in terms of marital status, the majority of respondents were unmarried (83.6%), while only 16.4% were married. This condition is natural because most Gen Z are still focused on career development and the

search for economic stability before entering the family life phase.

Overall, the demographic profile of respondents in this study shows that Gen Z workers in Greater Jakarta are dominated by highly educated, mostly unmarried, young individuals working in modern sectors such as technology, retail, and finance. This characteristic describes a generation that is adaptive to change, has an orientation to self-development, and has high potential in creating a balance between mental health, work engagement, and job satisfaction in a professional environment.

Evaluation of Measurement Models (Outer Model)

Evaluation of the measurement model (outer model) was carried out to ensure that the indicators used in the study were really able to represent the latent constructs measured (such as mental health, work engagement, and job satisfaction).

Table 2. Outer Model

Variables/ Indicators	Outer Loading	Crombakh Alpha	Composite Reliability	AVE
Mental Health		0.873	0.887	0.724
MH01	0.848			
MH02	0.804			
MH03	0.884			
MH04	0.866			
Work engagement		0.804	0.809	0.717
WE01	0.858			
WE02	0.826			
WE03	0.856			
Employee Satisfaction		0.879	0.893	0.673
ES01	0.797			
ES02	0.769			
ES03	0.830			
ES04	0.855			
ES05	0.849			

Source: SmartPLS 4.0 processed data

Based on Table 2 above, the results of the evaluation of the measurement model (outer model) show that all research constructs, namely Mental Health, Work Engagement, and Employee Satisfaction, have met the criteria of validity and good reliability. The outer loading value of each indicator is above 0.70, which means that all indicators have a significant contribution to the constructed being measured. In addition, Cronbach's Alpha and Composite Reliability values of the three constructs were above 0.80 each, indicating high internal consistency. The AVE value also entirely exceeds 0.50, indicating that each construct is able to adequately explain more than half of the variance of its indicators.

Overall, the results confirm that the measurement instruments used in this study are valid and reliable. Thus, all indicators are considered to be able to consistently represent the constructs studied, both in terms of mental health, work involvement, and employee satisfaction. This shows that the measurement model has met the necessary criteria and can be used for the next stage of analysis, namely the evaluation of the structural model (inner model) to see the relationship between latent variables.

Table 3. Fornell Larcker Criterion

Variable	Employee Satisfaction	Mental Health	Work engagement
Employee Satisfaction	0.820		
Mental Health	0.362	0.851	
Work engagement	0.575	0.166	0.847

Source: SmartPLS 4.0 processed data

Based on Table 3 above, the results of the Fornell-Larcker Criterion test show that the square root value of AVE in each construct (shown diagonally) is higher than the correlation between other constructs, which means that the criterion of discriminant validity has been met. The root values of AVE for Employee Satisfaction

(0.820), Mental Health (0.851), and Work Engagement (0.847) are all greater than the correlation values between the corresponding variables below. This shows that each construct has a good ability to distinguish itself from other constructs in the model, so it can be concluded that the discriminant validity in this study has been well achieved.

Table 4 Goodness of Fit Model

Criterion	Saturated Model	Estimated Model
SRMR	0.079	0.079
NFI	0.808	0.808

Source: SmartPLS 4 processed data

Based on Table 4 above, the results of the Goodness of Fit (GoF) test show that the SRMR (Standardized Root Mean Square Residual) value is 0.079 for both the Saturated Model and the Estimated Model, which is below the threshold of 0.10. This indicates that the model has a good degree of compatibility between the empirical data and the proposed model. In addition, an NFI (Normed Fit Index) value of 0.808 indicates that the model has achieved an adequate level of fit, close to the ideal criterion of 0.90. Thus, overall, the structural model in this study can be declared to have a good fit, so it is feasible to continue at the structural analysis stage (inner model).

Table 5. Coefficient Determination

Variable	R-Square	R-Square Adjusted
Employee Satisfaction	0.403	0.389
Work engagement	0.027	0.016

Source: SmartPLS processed data

Based on Table 5 above, the results of the determination coefficient test (R-Square) show that the Employee Satisfaction variable has an R-Square value of 0.403 and an R-Square Adjusted of 0.389, which means that 38.9% of the variation in job satisfaction can be explained by the variables of mental health and work engagement, while the remaining 61.1% is influenced by other factors outside the model. The very low R-Square value for work engagement ($R^2 = 0.027$; Adjusted $R^2 = 0.016$) indicates that mental health contributes only minimally to explaining the variation in employees' work engagement. From a critical perspective, this finding suggests that work engagement is a multidimensional construct that is more strongly influenced by contextual and organizational factors than by individual psychological conditions alone. In the employee context—particularly among Generation Z—work engagement tends to be shaped by factors such as meaningful work, autonomy, supervisor support, opportunities for personal development, organizational culture, and value congruence between individuals and organizations. Moreover, the adaptive, autonomous, and purpose-driven characteristics of Generation Z may enable individuals to maintain relatively stable levels of engagement despite fluctuations in mental health conditions. Therefore, the low R-Square value for work engagement reflects the limitations of the current model in capturing the primary determinants of engagement and underscores the need to incorporate more relevant organizational and motivational variables in future research.

Work Engagement variable had an R-Square value of 0.027 and an R-squared of 0.016, indicating that only about 1.6% of the variation in work engagement was explained by mental health. Thus, it can be concluded that the model has moderate explanatory power for job satisfaction but is relatively

weak in explaining the variation in work engagement.

Table 6. Hypothesis Testing

Influence Between Variables	Relationship	Original Sample	T Statistics	P Values	Conclusion
Mental Health -> Employee Satisfaction	Immediately	0.275	3.288	0.001	Accepted Hypothesis
Mental Health -> Work Engagement	Immediately	0.177	1.466	0.071	Hypothesis Rejected
Work Engagement -> Employee Satisfaction	Immediately	0.535	7.686	0.000	Accepted Hypothesis
Mental Health -> Work Engagement -> Employee Satisfaction	Indirect	0.095	1.396	0.081	Hypothesis Rejected

Source: SmartPLS 4.0 processed data

Based on Table 6 above, the results of hypothesis testing in Table 5, the relationship between mental health and employee satisfaction showed an original sample value of 0.275 with a t-value of 3.288 and a p-value of 0.001, which means that this relationship is significant at a confidence level of 95%. These findings indicate that the better the mental health conditions of Gen Z workers, the higher their job satisfaction levels will be. These results are in line with previous research that confirms that positive mental health contributes to psychological well-being and increases positive perceptions of work, the work environment, and relationships between colleagues.

Furthermore, the relationship between mental health and work engagement showed an original sample of 0.177 with a t-statistic of 1.466 and a p-value of 0.071, which showed that the effect was not significant. This means that in the context of Gen Z workers in Greater Jakarta, good mental health does not necessarily directly increase work involvement. This can be caused by other external factors such as the work environment, organizational culture, and intrinsic motivation that play a greater role in increasing engagement. Thus, while mental health is important for individual well-being, its impact on work engagement is not always seen directly.

Meanwhile, the relationship between work engagement and employee satisfaction showed significant results with an original

sample of 0.535, t-statistics of 7.686, and a p-value of 0.000. This means that the higher a person's work involvement, the greater the satisfaction felt with his work. However, the mediated effect of work engagement on the relationship between mental health and employee satisfaction showed insignificant results (p-value 0.081), which means that work engagement has not been able to be an effective intermediate variable in this relationship. Thus, mental health has a direct effect on job satisfaction, but not through work involvement as a mediator.

DISCUSSION

The results of this study show that mental health has an important role in increasing the job satisfaction of Gen Z workers in the Greater Jakarta area. Workers who have a healthy mental state tend to be better able to manage stress, have a positive outlook on work, and assess their work environment more constructively. These findings are in line with studies conducted by (Bulińska-Stangrecka, 2021; Lu et al., 2022)Hu et al. (2023), which affirm that individuals with good levels of mental health will have higher job satisfaction because they are able to adapt to job challenges emotionally and cognitively. Theoretically, these results reinforce the concept of Job Demands-Resources (JD-R) Theory, where mental health plays a role as a personal resource that helps individuals maintain well-being and job satisfaction, despite being faced with various job demands.

However, the results of this study also found that mental health had no significant effect on work engagement. This shows that even though Gen Z workers are in a good mental state, it doesn't necessarily make them feel fully engaged at work. Work engagement in this generation may be more influenced by

external factors such as job meaning, self-development opportunities, or organizational values that align with their personal identity. These findings are supported by (Montani, 2020; Znidarsic et al., 2020), who explain that engagement in the younger generation is more determined by job fit and opportunities for self-actualization than by internal psychological conditions alone. Thus, organizations need to provide a wider space for Gen Z to participate so that they feel they have a contribution and connection to the company's goals.

Additionally, work engagement has been shown to have a significant effect on job satisfaction, suggesting that workers who feel emotionally and cognitively engaged in their work tend to be more satisfied with what they do. These findings support the research findings of (Bakker, 2020, 2024), which stated that work engagement functions as a motivational mechanism that increases job satisfaction and commitment. However, the mediation of work engagement in the relationship between mental health and job satisfaction has not been shown to be significant, suggesting that mental health has a direct influence on job satisfaction without having to go through engagement as an intermediary.

Theoretically, this study enriches the literature on the relationship between psychological factors and work behavior in the context of young people in the modern workforce by confirming the role of mental health as a key personal resource in the JD-R framework. Practically, the results of this study provide implications for organizational management to pay more attention to mental health aspects through work policies that support life balance, employee well-being programs, and an inclusive and supportive work environment. On the other hand,

increasing work engagement needs to be focused through managerial strategies such as active involvement in decision-making, career development opportunities, and meaningful job creation for the younger generation so that job satisfaction can be achieved optimally.

This study has important theoretical and practical implications. Theoretically, the findings extend the application of the Job Demands-Resources (JD-R) Theory by demonstrating that mental health functions as a personal resource that directly influences job satisfaction, but does not necessarily serve as a key predictor of work engagement among Generation Z. This suggests limitations in the explanatory power of individual psychological resources when accounting for engagement among younger workers. Accordingly, future research is encouraged to integrate organizational and generational value factors—such as meaningful work, autonomy, and person-organization value fit—into the JD-R framework to achieve stronger explanatory power.

Practically, the results provide guidance for organizational management in designing human resource policies that are more responsive to the characteristics of Generation Z employees. Mental health enhancement initiatives—such as work-life balance policies, psychological well-being support programs, and inclusive and supportive work environments—are essential for improving job satisfaction. However, to foster work engagement, organizations should prioritize strategies that emphasize meaningful job design, active employee involvement in decision-making, clear career development pathways, and opportunities for self-actualization. Thus, an integrated approach that combines psychological well-being initiatives with meaningful and

engaging work design is critical to optimizing job satisfaction and sustaining the performance of Generation Z employees.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that the purpose of the study to determine the effect of mental health on job satisfaction mediated by work involvement in Gen Z workers in the Greater Jakarta area has been achieved. The results show that mental health has a direct and significant effect on job satisfaction, which means that the better the mental state of workers, the higher their level of job satisfaction. However, mental health has no significant effect on job engagement, and job involvement is unable to mediate the relationship between mental health and job satisfaction. Nonetheless, work engagement has been shown to have a positive and significant influence on job satisfaction, suggesting that emotional and cognitive engagement in work remains an important factor in creating job satisfaction among Gen Z workers.

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