

ABSTRACT

Indonesia is currently experiencing a demographic bonus that will reach its peak between 2020 and 2035. Generation Z has become the most dominant generation in Indonesia and is projected to be the primary driver of the productive workforce during this period. However, the level of work engagement in Indonesia remains relatively low, at only 25% based on recent surveys. This presents a challenge for companies to pay more attention to the capabilities of their employees, especially Generation Z, and to develop sustainable strategies for improving the performance and engagement of each team member.

This research aims to examine the influence of modal psikologis and job satisfaction on work engagement among Generation Z employees in Bandung City. The study focuses on aspects such as modal psikologis, job satisfaction, and work engagement among Generation Z employees in the workplace.

This study uses a quantitative research method with a probability sampling technique. Data were collected through questionnaires distributed to 204 respondents. The data were analyzed using descriptive methods and Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4 software.

The results show that modal psikologis has a significant and positive influence on work engagement. Moreover, job satisfaction also has a significant and positive influence on work engagement among Generation Z employees in Bandung City.

Based on these findings, it is recommended that companies enhance the development of modal psikologis for Generation Z employees through various programs such as workshops, coaching, mentoring, and creating a supportive work environment that promotes work-life balance. For academics, it is suggested to broaden the scope of future research beyond Bandung City and to consider additional variables to obtain more comprehensive findings.

Keywords: work engagement, psychological apital, job satisfaction, Generation Z