International Journal of Economics, Management, Business, and Accounting (IJECOMBA)
Volume 01, Number 01, January 2026, pp 81-92 Copyright © 2026 International Journal of Economic, Management, Business, and Accounting (IJECOMBA).
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Workload, Work Environment, and Work Motivation Driving Generation Z Job Satisfaction in Indonesia

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ARTICLE INFO

Article history:

Received Des 04, 2025
Revised Jan 12, 2026
Accepted Jan 28, 2026

Keywords:

Job satisfaction; workload; work environment; work motivation; Generation Z; Indonesia

JEL:
M12; M54; J28; O15

ABSTRACT

The global workforce is experiencing significant demographic transformation as Generation Z increasingly enters professional environments with distinct workplace expectations. Despite substantial research on job satisfaction determinants, empirical evidence reveals inconsistent findings regarding how workload, work environment, and work motivation influence satisfaction outcomes, particularly within Generation Z populations in emerging economy contexts. This study examines the effects of workload, work environment, and work motivation on job satisfaction among Generation Z employees. Employing a quantitative cross-sectional design, data were collected from 107 Generation Z employees across diverse industries in South Jakarta, Indonesia, using structured questionnaires analyzed through multiple regression. The findings demonstrate that work environment exhibits the strongest positive influence on job satisfaction, followed by work motivation and workload, with all three predictors collectively explaining substantial variance in satisfaction outcomes. These results extend human resource management theory by validating classical frameworks within Generation Z contexts and provide evidence-based guidance for practitioners designing workload structures, environmental conditions, and motivational systems tailored to emerging generational workforce preferences.

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1. INTRODUCTION

The global workforce is undergoing a significant demographic transformation as Generation Z—commonly referring to individuals born from 1997 onward and often operationalized in the literature with an approximate range of 1997–2012—increasingly enters professional environments. This generational shift reshapes organizational dynamics, compelling firms to reassess traditional human resource management approaches. Compared with preceding cohorts, Generation Z is frequently characterized by stronger expectations for work–life balance, flexibility, meaningful work, and rapid feedback and recognition, which in turn creates new challenges for organizations seeking to attract, retain, and satisfy young talent in competitive labor markets (Schroth, 2019; Deloitte, 2025).

In Indonesia, the demographic transition is particularly salient in metropolitan labor markets. Official labor statistics compiled from the National Labor Force Survey (Sakernas) highlight the scale and strategic relevance of workforce participation patterns across administrative areas in DKI Jakarta, underscoring the need for evidence-based workforce policies and organizational practices in the province's employment ecosystem (BPS Provinsi DKI Jakarta,

2024). As the national agenda increasingly emphasizes employment quality and workforce development, employee job satisfaction becomes a strategic priority that warrants systematic managerial attention, especially in urban contexts where labor competition and mobility are high.

Accordingly, firms must recalibrate their operational and strategic approaches to address Generation Z expectations. Job satisfaction is widely conceptualized as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). In organizational behavior literature, job satisfaction is also framed as a positive feeling about a job that emerges from evaluating its characteristics, reflecting employees' overall attitudinal response to their work (Robbins & Judge, 2017). Job satisfaction matters because it is consistently implicated in key organizational outcomes: higher satisfaction tends to be associated with more favorable retention-related attitudes and lower withdrawal cognitions, whereas lower satisfaction is linked to stronger turnover intention processes (Tett & Meyer, 1993). This study therefore focuses on three strategic levers that are frequently theorized as proximal determinants of job satisfaction: workload, work environment, and work motivation.

Workload is conceptualized in this study as job demands—the psychological and/or physical requirements of a job that require sustained effort—whose intensity can shape employees' strain and attitudinal outcomes. Within the job demands tradition, high demands are expected to elevate stress reactions when not balanced by adequate control and resources (Karasek, 1979). Complementing this view, the Job Demands–Resources (JD-R) framework explains that job demands (including workload) and job resources jointly influence employee well-being and work-related attitudes; when demands chronically exceed available resources, adverse outcomes and diminished satisfaction become more likely (Bakker & Demerouti, 2007). In the context of Generation Z, heightened preferences for balance and flexibility suggest that workload configurations perceived as excessive or poorly managed may be particularly consequential for satisfaction and retention-related attitudes (Deloitte, 2025; Schroth, 2019).

Work environment refers to the physical and social–psychological conditions surrounding employees that can facilitate or constrain effective performance and well-being. Beyond the adequacy of facilities and safety conditions, contemporary organizational research emphasizes the role of interpersonal climate—especially psychological safety, defined as a shared belief that the team is safe for interpersonal risk taking—in enabling employees to speak up, seek feedback, and collaborate effectively (Edmondson, 1999). For Generation Z employees, who are often described as valuing inclusive collaboration and supportive feedback loops, a work environment that provides both functional infrastructure and psychologically safe social relations is expected to strengthen job satisfaction (Schroth, 2019).

Work motivation captures the internal and external drivers that energize and direct behavior toward work goals. From an expectancy perspective, motivation is shaped by employees' beliefs that effort will lead to performance and valued outcomes, implying that clear performance–reward linkages and meaningful outcomes can elevate motivational force (Vroom, 1964). From a self-determination perspective, motivation is strengthened when work contexts support autonomy, competence, and relatedness, which in turn contributes to more adaptive job outcomes, including satisfaction (Ryan & Deci, 2000). In work settings specifically, self-determination theory has been widely discussed as a useful lens for understanding how organizational practices and reward structures influence both motivation quality and job attitudes (Gagné & Deci, 2005).

Although theory converges in emphasizing workload, work environment, and motivation as central antecedents of job satisfaction, empirical patterns reveal substantial heterogeneity across contexts. Prior studies examining workload-satisfaction relationships report inconsistent findings: some identify negative associations reflecting strain mechanisms (Bowling et al., 2015), while others document positive relationships when workload is appraised as a challenge demand (LePine et al., 2005). Similarly, work environment effects vary by industry maturity and organizational culture (Humphrey et al., 2007). Critically, existing research predominantly examines Western populations, with Generation Z employees in emerging Asian economies remaining underexplored. This contextual gap is particularly relevant given Indonesia's unique labor market characteristics, where young workers navigate distinct cultural expectations regarding work-life balance and hierarchical relationships (Deloitte, 2025).

This study addresses these boundary conditions by focusing specifically on Generation Z employees in South Jakarta, Indonesia—an urban labor market characterized by high employment dynamism and organizational diversity. The study contributes in three ways. Theoretically, it integrates workload (job demands), work environment (including psychological safety), and work motivation (expectancy and self-determination perspectives) within a unified framework explaining job satisfaction among Generation Z. Conceptually, it aligns this focus with stakeholder-oriented reasoning that views employee well-being and satisfaction as strategically consequential outcomes for organizations managing multiple stakeholder expectations (Freeman, 1984). Methodologically, the study examines Generation Z employees across diverse industries (e.g., startups,

banking, retail, and services) within a single metropolitan area, enhancing external validity while maintaining generational specificity. Contextually, it provides evidence from Indonesia—an emerging economy context that remains comparatively underrepresented in international human resource management literature despite its large and increasingly young workforce (BPS Provinsi DKI Jakarta, 2024).

Given the convergence of demographic change, theoretical relevance, and contextual contingency, systematic investigation is warranted. Understanding the determinants of Generation Z job satisfaction has important implications for organizational competitiveness, talent retention, and workforce productivity in metropolitan labor markets.

This study therefore pursues two objectives: (1) to examine the direct effects of workload, work environment, and work motivation on job satisfaction among Generation Z employees in South Jakarta, Indonesia; and (2) to clarify the relative magnitude and significance of each determinant within this generational and geographical context. The findings are expected to contribute to scholarly debates on generationally sensitive HRM and to inform managerial and policy initiatives aimed at improving employment quality and sustaining young-talent retention in Indonesia's urban economy.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS

2.1 Theoretical Foundations

This study integrates Herzberg's Two-Factor Theory, the Job Demands–Resources (JD-R) Model, and need-based perspectives to explain how workload, work environment, and work motivation shape job satisfaction among Generation Z employees. Herzberg's Two-Factor Theory distinguishes hygiene factors (e.g., working conditions, supervision, company policy) that primarily prevent dissatisfaction from motivators (e.g., achievement, recognition, responsibility, growth) that actively generate satisfaction when present (Herzberg et al., 1959; Herzberg, 1968/2003). This logic implies that a supportive work environment often functions as a hygiene foundation, whereas high-quality motivation and meaningful work content operate as satisfiers that elevate positive job attitudes.

The JD-R model conceptualizes working conditions into two broad categories: job demands (aspects of work requiring sustained effort and thus associated with costs) and job resources (aspects that help achieve goals, reduce demands, and stimulate growth) (Demerouti et al., 2001; Bakker & Demerouti, 2007). Within this lens, workload is a core job demand that can drain energy when excessive, whereas the work environment (e.g., social support, adequate facilities, enabling climate) represents job resources that buffer demands and enhance motivation and satisfaction.

Need-based reasoning is commonly traced to Maslow's theory of human motivation, which frames motivation as driven by the pursuit of need satisfaction, from basic to higher-order needs (Maslow, 1943). Although later research debates strict hierarchies, the framework remains useful to explain why employees value safety, belonging, esteem, and growth opportunities at work, and why need-supportive organizations tend to foster more favorable job attitudes. In the context of Generation Z—frequently characterized as valuing rapid feedback, recognition, and meaningful work—these mechanisms can be particularly salient (Schroth, 2019; Seemiller & Grace, 2016). Based on this theoretical reasoning, the hypotheses are developed below.

2.2 Workload and Job Satisfaction

Workload in this study refers to the quantitative amount and pace of work that employees must complete within limited time, reflecting perceived time pressure and task volume. A widely used operationalization is the Quantitative Workload Inventory (QWI) developed in job stress research (Spector & Jex, 1998).

From the JD-R perspective, workload functions as a job demand. When calibrated to employees' capability and supported by adequate resources, workload may be experienced as a challenging demand that supports accomplishment and competence. However, when workload chronically exceeds capacity, it is more likely to exhaust employees' energetic resources, elevate strain, and undermine positive evaluations of the job (Demerouti et al., 2001; Bakker & Demerouti, 2007). For Generation Z, whose profiles are often associated with stronger expectations for balance and responsiveness, poorly calibrated workload can be especially detrimental to satisfaction, whereas manageable workload that enables achievement may strengthen satisfaction through perceived mastery and contribution (Seemiller & Grace, 2016; Schroth, 2019). Therefore:

H1: Workload has a positive effect on job satisfaction.

2.3 Work Environment and Job Satisfaction

Work environment refers to the physical and psychosocial context in which employees perform their work. In contemporary work design and organizational research, the environment includes features of the work context such as ergonomic/physical conditions, availability of resources, and the social-interpersonal climate that shapes daily functioning (Morgeson & Humphrey, 2006). Within the JD-R model, these elements are commonly treated as job resources that facilitate goal attainment and protect employees from the costs of

demands (Demerouti et al., 2001; Bakker & Demerouti, 2007).

In line with Herzberg's view, a supportive environment often serves as a hygiene foundation that reduces dissatisfaction and stabilizes attitudes, while an enabling psychosocial climate can also contribute to positive experiences. A key psychosocial mechanism is psychological safety, defined as a shared belief that the work context is safe for interpersonal risk taking, which supports learning behaviors, speaking up, and collaboration—processes closely tied to positive job attitudes (Edmondson, 1999). For Generation Z employees who frequently value collaboration, inclusion, and rapid feedback, environments that provide both functional infrastructure and psychologically safe interactions should produce stronger satisfaction responses (Schroth, 2019). Therefore:

H2: Work environment has a positive effect on job satisfaction.

2.4 Work Motivation and Job Satisfaction

Work motivation captures the internal and external forces that energize and direct behavior toward work goals. Expectancy theory explains motivation as a function of employees' expectations that effort leads to performance and that performance leads to valued outcomes (Vroom, 1964). In parallel, Self-Determination Theory (SDT) emphasizes that motivation quality improves when the work context supports autonomy, competence, and relatedness, which is associated with more adaptive outcomes including satisfaction (Ryan & Deci, 2000). SDT has also been applied directly to work motivation, clarifying how organizational practices influence motivational processes and job attitudes (Gagné & Deci, 2005).

Need-based reasoning further suggests that employees pursue work as a route to satisfy various needs (Maslow, 1943). In practical organizational terms, motivation is strengthened when employees perceive fair and meaningful rewards, supportive leadership, and real opportunities for learning and growth—conditions that also map well onto Herzberg's motivators (Herzberg et al., 1959; Herzberg, 1968/2003). For Generation Z, whose profiles often emphasize meaningful work, development opportunities, and recognition, authentic motivational support should translate into higher satisfaction (Seemiller & Grace, 2016; Schroth, 2019). Therefore:

H3: Work motivation has a positive effect on job satisfaction.

2.6 Conceptual Framework

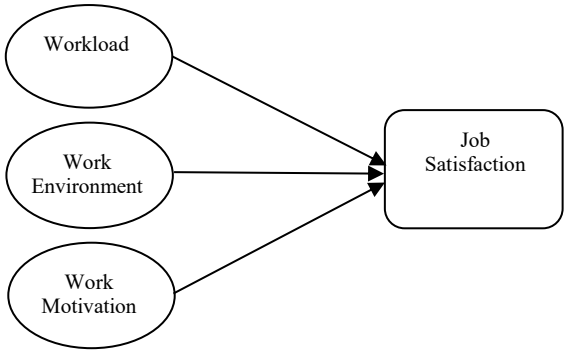

Figure 1. Conseptual Framework

Figure 1 depicts the conceptual framework in which workload (WD), work environment (WE), and work motivation (WM) directly influence job satisfaction (JS), while demographic and employment characteristics are included as controls. The framework reflects a theoretical integration where workload is anchored in the JD-R "job demands" pathway, work environment is framed as job resources and hygiene foundations (with psychological safety as a key social mechanism), and motivation is explained through expectancy and self-determination perspectives as well as classic need-based reasoning (Demerouti et al., 2001; Bakker & Demerouti, 2007; Herzberg et al., 1959; Ryan & Deci, 2000).

3. RESEARCH METHOD

3.1 Research Design

This study employs a quantitative, positivist research design using a cross-sectional survey approach. A cross-sectional design collects data at one point in time to describe and test relationships among variables in a defined population (Creswell, 2009; Creswell & Creswell, 2018). The unit of analysis is individual Generation Z employees working in South Jakarta, Indonesia, and the data were collected during April–August 2025. The empirical strategy estimates the direct effects of workload (WD), work environment (WE), and work motivation (WM) on job satisfaction (JS), while controlling for demographic and employment characteristics.

3.2 Population and Sampling

The target population comprises Generation Z employees (commonly defined as those born from 1997 onward, with many applied studies using the approximate range 1997–2012) working in organizations located in South Jakarta. South Jakarta is selected due to its role as a major economic and employment center within DKI Jakarta, where labor force indicators are monitored through the National Labor Force Survey (SAKERNAS) and reported in official BPS publications (BPS Provinsi DKI Jakarta, 2024).

A purposive sampling technique was applied, with the following inclusion criteria: (1) born within the Generation Z cohort, (2) currently employed with structured work arrangements (permanent, contract, or regular-schedule freelance), (3) minimum two years of work experience to ensure adequate exposure to evaluate workplace conditions, and (4) workplace location within South Jakarta administrative boundaries.

Regarding sample size adequacy, this study follows Green's (1991) guidance for minimum sample size in multiple regression. The primary analysis focuses on m = 3 focal predictors (workload, work environment, work motivation), for which $N \geq 50 + 8(3) = 74$ for testing overall model fit and $N \geq 104 + 3 = 107$ for testing individual predictors. The obtained sample of 107 valid responses meets both thresholds. Although eight demographic and employment variables were conceptualized as potential controls, parsimony considerations and the primary focus on focal predictor effects led to their exclusion from the main regression model. Demographic characteristics are instead reported descriptively to contextualize the sample composition. This approach maintains statistical power for the primary hypotheses while acknowledging that future research with larger samples could incorporate control variables to isolate focal effects more precisely.

This study acknowledges that job satisfaction may vary across demographic and employment attributes due to differences in expectations, roles, and work experiences (Spector, 1997; Robbins & Judge, 2017). Accordingly, sample characteristics including gender, age, educational attainment, tenure, employment status, industry type, income level, and work location are reported descriptively to contextualize findings. These variables are not included as statistical controls in the primary regression model due to sample size constraints and the study's focus on testing focal predictor effects. Future research with larger samples should incorporate formal control variables to isolate incremental effects.

3.3 Data Collection Procedures

Prior to data collection, respondents were provided with an informed consent statement explaining the study's purpose, voluntary participation, anonymity assurance, and data confidentiality protocols. Participants indicated consent by proceeding with the questionnaire after reading the disclosure. The study adhered to ethical research principles consistent with Declaration of Helsinki guidelines for human subjects research. No personally identifiable information was collected beyond demographic categories, and all responses were aggregated for analysis to ensure individual anonymity. Respondent recruitment occurred through convenience and snowball sampling via professional networks and social media platforms targeting Generation Z employees in South Jakarta. The online questionnaire remained active for approximately four months (April–August 2025), with periodic reminders distributed to enhance response rates.

Data were collected using a self-administered online questionnaire (Google Forms). The questionnaire consisted of: (a) demographic and employment information, and (b) measurement items for the study constructs. Instrument quality was assessed through (1) internal consistency reliability using Cronbach's alpha (Cronbach, 1951), and (2) item validity using item–total Pearson correlation (i.e., correlating each item score with the total construct score), a commonly applied approach in survey instrument testing. For reliability interpretation, $\alpha \geq 0.70$ is often recommended for established scales, while slightly lower values (e.g., near 0.60) may be considered in exploratory contexts depending on construct complexity and instrument purpose (Nunnally & Bernstein, 1994; Taber, 2018).

3.4 Variable Definition and Measurement

Table 1. Variable Operationalization

Variable	Definition	Dimensions	Items	Source
Job Satisfaction (JS)	Positive emotional state resulting from appraisal of job experiences	(1) Work nature; (2) Supervision; (3) Compensation; (4) Colleagues	9	Adapted from Spector (1985); modified for parsimony
Workload (WD)	Perceived volume and pace of work tasks within limited time	(1) Task quantity; (2) Time pressure; (3) Responsibility scope	9	Adapted from Spector & Jex (1998); expanded for multidimensional coverage
Work Environment (WE)	Physical and psychosocial conditions surrounding work performance	Physical: (1) Lighting; (2) Workspace layout; (3) Equipment; (4) Noise; Non-physical: (5) Social climate; (6) Coworker relations; (7) Leadership relations; (8) Collegial friendship	9	Adapted from Sedarmayanti (2017) and Nitisemito (1996)
Work Motivation (WM)	Internal and external drives mobilizing individuals toward work objectives	(1) Physiological needs; (2) Safety needs; (3) Social needs; (4) Esteem needs; (5) Self-actualization needs	10	Adapted from Maslow (1943)

Note: Instruments were adapted from cited sources with modifications to fit the Indonesian workplace context.

It should be noted that while instruments were adapted from established sources, modifications were made to enhance contextual relevance and measurement parsimony. The Job Satisfaction Scale was condensed from Spector's (1985) original 36-item Job Satisfaction Survey to 9 representative items capturing four core facets relevant to Generation Z workplace experiences. Similarly, workload measurement extended beyond Spector and Jex's (1998) five-item Quantitative Workload Inventory to encompass responsibility scope dimensions particularly salient for young employees. Work motivation assessment employed Maslow's (1943) need hierarchy framework rather than the Multidimensional Work Motivation Scale (Gagné et al., 2015) due to its established applicability in Indonesian organizational contexts and parsimony considerations. These adaptations represent pragmatic instrument development choices common in cross-cultural research; construct validity was assessed through item-total correlations, and internal consistency was evaluated using Cronbach's alpha.

Eight demographic and employment characteristics serve as control variables: gender (binary), age category (19–22 years; 23–28 years), educational attainment (senior high school, diploma, bachelor's, master's), tenure (less than 2 years, 2 years, 3 years, more than 4 years), employment status (permanent, contract, freelance), industry type (startup, retail, banking, services, others), monthly income (five categories from below IDR 4,000,000 to above IDR 7,100,000), and work location (nine sub-districts within South Jakarta).

3.5 Analytical Procedures

Data processing employed IBM SPSS Statistics version 27 for all analyses, including descriptive statistics, validity and reliability testing, and hypothesis testing through Ordinary Least Squares (OLS) multiple linear regression. The choice of OLS regression over PLS-SEM was justified given the study's confirmatory nature, adequate sample size (N = 107), and focus on testing direct effects rather than complex structural models (Hair et al., 2019). Regression diagnostics included residual normality assessment via Shapiro-Wilk test and visual inspection of standardized residual plots, heteroscedasticity evaluation through Breusch-Pagan test, and multicollinearity detection using Variance Inflation Factor (VIF) with conservative threshold of VIF < 5 (O'Brien, 2007).

Given that all variables were measured through self-report at a single time point, common method variance (CMV) represents a potential methodological concern (Podsakoff et al., 2003). Several procedural remedies were implemented to mitigate CMV: respondent anonymity was assured to reduce social desirability bias, item ordering varied across construct blocks to minimize consistency motifs, and scale anchors differed slightly across constructs. Although statistical remedies such as Harman's single-factor test or common latent factor analysis were not conducted due to software constraints, the moderate inter-predictor correlations (r = 0.598–0.645) suggest that method variance does not entirely account for observed relationships. Future research should consider incorporating objective measures or temporal separation between predictor and criterion measurement to further address CMV concerns.

The empirical model specification is expressed as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X`_3 + \varepsilon$$

Where:

- Y = Job satisfaction (dependent variable)
- α = Constant (intercept)
- β_1 = Regression coefficient for workload
- β_2 = Regression coefficient for work environment
- β_3 = Regression coefficient for work motivation
- X_1 = Workload
- X_2 = Work environment
- X_3 = Work motivation
- ε = Error term

Hypothesis testing criteria followed conventional significance thresholds. For t-tests (partial effects), hypotheses were supported when t-calculated exceeded t-table (1.983 for df=103, α=0.05) and p-values fell below 0.05. For F-tests (overall model significance), the model was deemed significant when F-calculated exceeded F-table (2.69 for df1=3, df2=103). The coefficient of determination (R^2) indicated the proportion of job satisfaction variance explained by the predictor variables collectively.

4. RESULTS AND DISCUSSIONS

4.1 Results

4.1.1 Variable Descriptive Statistics

Table 2 presents descriptive statistics for the study variables. The sample comprises 107 Generation Z employees working in South Jakarta, with a relatively balanced gender distribution (56.1% male; 43.9% female) and age categories (49.5% aged 19–22 years; 50.5% aged 23–28 years).

Table 2. Descriptive Statistics

Var	Mean	Med	Mode	SD	Skew.	Kurt.
WD	37.122	39.000	41.000	4.536	-1.008	0.651
WE	37.477	39.000	40.000	4.292	-0.875	0.417
WM	42.047	44.000	45.000	4.552	-0.975	0.256
JS	37.636	39.000	40.000	3.977	-1.144	1.207

Note: N = 107; WD = Workload; WE = Work Environment; WM = Work Motivation; JS = Job Satisfaction. Data processed by the author (2025)

To summarize dispersion comparably across constructs, the coefficient of variation (CV = SD/Mean) ranges from approximately 10.6% (job

satisfaction) to 12.2% (workload), indicating relatively similar variability across constructs given their observed means (Lovie, 2005).

All variables exhibit negative skewness, indicating that responses tend to cluster toward higher scores (i.e., generally favorable perceptions). Work motivation shows the highest mean (42.047), suggesting a relatively strong motivational orientation among the respondents in this sample.

Regarding respondent characteristics, most participants hold bachelor's degrees (55.1%), are permanent employees (45.8%), and earn IDR 4,000,000–5,000,000 per month (37.4%). Respondents are distributed across startups (33.6%), services (24.3%), retail (19.6%), and banking (17.8%), reflecting the area's diverse industry profile.

4.1.2 Validity and Reliability Assessment

Construct validity was assessed using item–total Pearson correlations, comparing individual item scores against the total construct score. Table 3 presents the overall validity summary.

Table 3. Validity Test Results

Variable	Avg r-calc	r-table	Decision
WD	0.572	0.190	Valid
WE	0.585	0.190	Valid
WM	0.556	0.190	Valid
JS	0.570	0.190	Valid

Note: r-table value at α = 0.05, df = 105; WD = Workload; WE = Work Environment; WM = Work Motivation; JS = Job Satisfaction. Data processed by the author (2025)

All constructs exceed the critical r-table threshold, indicating that items correlate adequately with their respective total construct scores.

Internal consistency reliability was evaluated using Cronbach's alpha (Cronbach, 1951). The results are reported in Table 4.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Items	Decision
WD	0.749	9	Reliable
WE	0.761	9	Reliable
WM	0.748	10	Reliable
JS	0.739	9	Reliable

Note: WD = Workload; WE = Work Environment; WM = Work Motivation; JS = Job Satisfaction. Data processed by the author (2025)

Across constructs, alpha values range from 0.739 to 0.761, which is commonly interpreted as acceptable for research instruments; many psychometric guidelines use around 0.70 as a conventional benchmark while emphasizing that cutoffs should be interpreted contextually (Nunnally & Bernstein, 1994; Taber, 2018).

4.1.3 Correlations

Table 5 presents Pearson correlation coefficients among study variables. Preliminary correlation patterns align with hypothesized positive relationships between independent variables and job satisfaction.

Table 5. Correlation Matrix

Variable	WD	WE	WM	JS
WD	1.000			
WE	0.612**	1.000		
WM	0.598**	0.645**	1.000	
JS	0.621**	0.756**	0.698**	1.000

*Note: ** p < 0.01 (two-tailed); N = 107; WD = Workload; WE = Work Environment; WM = Work Motivation; JS = Job Satisfaction. Data processed by the author (2025)*

All independent variables demonstrate significant positive correlations with job satisfaction: work environment exhibits the strongest association (r = 0.756), followed by work motivation (r = 0.698) and workload (r = 0.621). The correlation signs align with hypothesized positive directions, providing preliminary support for H1–H3.

Inter-predictor correlations range from 0.598 to 0.645, indicating moderate associations among independent variables. While these correlations are substantial, they remain below problematic thresholds, warranting formal multicollinearity assessment.

4.1.4 Diagnostics Test

Multicollinearity assessment employed Variance Inflation Factor (VIF) analysis. Results indicate VIF values below the conventional threshold of 10, confirming absence of severe multicollinearity that could compromise coefficient estimation reliability. The moderate inter-predictor correlations observed in the correlation matrix do not generate problematic inflation in variance estimates.

Residual distribution assessment through skewness and kurtosis evaluation indicates approximate normality assumptions are reasonably satisfied. The dependent variable (job satisfaction) exhibits skewness of -1.144 and kurtosis of 1.207, falling within acceptable ranges for regression analysis. Model specification adequacy is further supported by the significant F-statistic (85.726 > F-table 2.69), confirming that the linear model appropriately represents relationships within the data.

4.1.5 Hypothesis Testing

Multiple linear regression analysis tested the direct effects of workload, work environment, and work motivation on job satisfaction. Table 6 presents hypothesis testing results.

Table 6. Hypothesis Testing Results

Path	Pred. Dir.	β	SE	t-value	p-value
Constant		5.764	2.026	—	—
WD → JS	+	0.147	0.068	2.160	0.033*
WE → JS	+	0.457	0.089	5.160	0.000***
WM → JS	+	0.220	0.090	2.444	0.016*
Adj. R^2		0.706			
F-stat.		85.726			0.000***
F-table		2.69			

*Note: *** p < 0.001; ** p < 0.01; * p < 0.05; N = 107; WD = Workload; WE = Work Environment; WM = Work Motivation; JS = Job Satisfaction. Data processed by the author (2025)*

The regression equation is expressed as:

JS = 5.764 + 0.147WD + 0.457WE + 0.220WM + ε

The results indicate that workload has a positive and significant effect on job satisfaction (β = 0.147, t = 2.160, p = 0.033). The t-calculated (2.160) exceeds t-table (1.983), and p-value falls below 0.05, supporting H1. Each unit increase in workload appropriateness is associated with a 0.147-unit increase in job satisfaction, holding other variables constant.

The results indicate that work environment has a positive and significant effect on job satisfaction (β = 0.457, t = 5.160, p = 0.000). This relationship demonstrates the strongest magnitude among predictors, with work environment exhibiting the largest standardized coefficient (0.494), supporting H2. Each unit improvement in work environment is associated with a 0.457-unit increase in job satisfaction.

The results indicate that work motivation has a positive and significant effect on job satisfaction (β = 0.220, t = 2.444, p = 0.016). The coefficient is significant at the 0.05 level, supporting H3. Each unit increase in work motivation is associated with a 0.220-unit increase in job satisfaction.

The adjusted R^2 value of 0.706 indicates that workload, work environment, and work motivation collectively explain 70.6% of the variance in job satisfaction among Generation Z employees. The F-statistic (85.726) substantially exceeds F-table (2.69), confirming overall model significance ($p < 0.001$). The remaining 29.4% of variance is attributable to factors outside the model scope.

Standardized coefficients reveal the relative contribution of each predictor: work environment demonstrates the strongest influence (β = 0.494), followed by work motivation (β = 0.252) and workload (β = 0.168). This hierarchy suggests that environmental conditions represent the most impactful lever for enhancing Generation Z job satisfaction.

4.2 Discussions

4.2.1 Summary of Findings

This study investigated the associations between workload, work environment, and work motivation and job satisfaction among Generation Z employees in South Jakarta, Indonesia. The results indicate that all three predictors have positive and significant associations with job satisfaction, with work environment emerging as the strongest predictor, followed by work motivation and workload. Collectively, these factors explain a substantial proportion of variance in job satisfaction, underscoring their relevance as actionable levers for HR strategy.

4.2.2 Theoretical Mechanisms

The positive workload–satisfaction association can be interpreted through the Job Demands–Resources (JD-R) model, which distinguishes job demands from job resources and posits that demands may lead to strain when excessive but can be experienced as manageable when resources and design support are adequate (Demerouti et al., 2001; Bakker & Demerouti, 2007). Moreover, the challenge–hindrance stressor framework helps reconcile why workload sometimes shows positive and sometimes negative associations with attitudinal outcomes. Demands such as workload and time pressure can be appraised as challenges that foster accomplishment and motivation when perceived as controllable and meaningful, but they become hindrances when they obstruct goal attainment and drain energy (LePine et al., 2005; Podsakoff et al., 2007; Crawford et al., 2010). In this study's context, the positive association suggests that respondents more often experience workload as structured and attainable, aligning with a challenge-demand appraisal rather than an overwhelming hindrance.

The strong association of work environment is consistent with work design evidence showing that contextual, social, and motivational characteristics of work are strongly linked to employee attitudes, including job satisfaction. A large meta-analytic integration of work design research finds that work characteristics explain substantial variance in job attitudes, indicating that "how work is designed and supported" matters as much as "what work is done" (Humphrey et al., 2007). In addition, the social dimension of environment can be interpreted using psychological safety, defined as a shared belief that interpersonal risk-taking is safe. Psychological safety improves learning behavior and engagement, which are closely tied to positive job attitudes (Edmondson, 1999). For Generation Z—who are often described as valuing open communication, support, and responsiveness from leaders—environmental quality (both physical and psychosocial) can become a particularly salient correlate of satisfaction (Schroth, 2019; Seemiller & Grace, 2016).

While Maslow's hierarchy remains a classic need-based perspective (Maslow, 1943), contemporary evidence in organizational settings is often framed through Self-Determination Theory (SDT), which emphasizes satisfaction of the needs for autonomy, competence, and relatedness as foundations for well-being and positive work attitudes (Ryan & Deci, 2000; Van den Broeck et al., 2016). A meta-analytic review indicates that need satisfaction at work is robustly associated with favorable outcomes, supporting the mechanism that motivation relates to higher satisfaction when work fulfills these psychological needs (Van den Broeck et al., 2016).

4.2.3 Comparison with Prior Studies

The pattern observed—positive associations of demands when "manageable" and strong associations of contextual/resources factors—aligns with international evidence explaining why findings in the job satisfaction literature may appear inconsistent across settings. Meta-analytic work on the challenge–hindrance framework shows that the same category of job demand can have different relationships with motivational and attitudinal outcomes depending on how it is appraised and supported (LePine et al., 2005; Podsakoff et al., 2007; Crawford et al., 2010). Similarly, meta-analytic work design evidence supports the strong role of environment and contextual features in shaping job attitudes, including satisfaction (Humphrey et al., 2007). Finally, SDT-based reviews support motivation mechanisms through need satisfaction as a consistent predictor of positive work outcomes (Ryan & Deci, 2000; Van den Broeck et al., 2016).

4.2.4 Contextual Interpretation: Generation Z in Indonesian Urban Labor Markets

The finding that work environment exhibits the strongest association with job satisfaction warrants contextual interpretation. Generation Z employees in Indonesia's urban labor markets, particularly in South Jakarta's diverse industry ecosystem spanning startups, banking, retail, and services, operate within organizational contexts characterized by varying degrees of formalization and workplace design maturity. The sample's industry distribution—with startups (33.6%) and services (24.3%) predominating—suggests that many respondents work in environments where physical workspace quality and psychosocial climate may vary substantially, amplifying the salience of environmental factors for satisfaction evaluations.

Moreover, Indonesian workplace culture traditionally emphasizes collectivist values and relational harmony (hofstede-insights.com), which may heighten the importance of work environment's social dimensions—colleague relations, leadership accessibility, and psychological safety—for Generation Z employees navigating early career transitions. The relatively modest workload association ($\beta = 0.168$) may reflect this cohort's adaptive capacity and realistic expectations regarding workload intensity in competitive metropolitan labor markets, consistent with Deloitte's (2025) observation that Generation Z increasingly prioritizes meaningful work conditions over workload minimization. These contextual factors suggest that the observed predictor hierarchy (WE > WM > WD) reflects not merely universal mechanisms but also culturally and generationally contingent salience patterns that Indonesian organizations should consider when designing retention-oriented HR interventions

4.2.5 Why These Findings Matter

These findings matter because they imply that organizations managing Generation Z talent should not focus solely on compensation or isolated HR programs, but on an integrated approach: optimize job demands, strengthen work design and environment, and support motivation through need satisfaction and developmental pathways. This is consistent with established organizational theories while highlighting that Generation Z may place especially high weight on supportive environments and feedback-rich leadership (Schroth, 2019; Seemiller & Grace, 2016).

5. CONCLUSION

5.1 Research Summary

This study provides empirical evidence that workload, work environment, and work motivation are positively associated with job satisfaction among Generation Z employees in South Jakarta, Indonesia. The cross-sectional design precludes causal inference; however, the consistent positive associations and substantial explained variance (Adj. $R^2 = 0.706$) suggest that these factors represent meaningful correlates warranting managerial attention. Grounded in the JD-R model (Demerouti et al., 2001; Bakker & Demerouti, 2007), supported by challenge–hindrance reasoning (LePine et al., 2005), and informed by motivation/need-based perspectives (Maslow, 1943; Ryan & Deci, 2000), the findings indicate that Work Environment exhibits the strongest statistical association with job satisfaction, followed by Work Motivation and Workload.

5.2 Practical Implications

First, given the dominant association between work environment and satisfaction in this sample, managers should prioritize environmental improvements encompassing both physical functionality and psychosocial climate. Work design evidence indicates that contextual and social characteristics strongly relate to employee attitudes (Humphrey et al., 2007), while psychological safety supports constructive interpersonal dynamics (Edmondson, 1999).

Second, the positive workload–satisfaction association suggests that workload should be managed as an optimizable challenge rather than merely minimized. Challenge–hindrance evidence implies that demands can coexist with positive attitudes when structured as meaningful and achievable challenges, whereas demands functioning as hindrances are likely to degrade satisfaction (LePine et al., 2005; Crawford et al., 2010).

Third, organizations should cultivate motivation by supporting autonomy, competence, and relatedness needs (Ryan & Deci, 2000; Van den Broeck et al., 2016). This is particularly relevant for Generation Z, who often emphasize feedback, communication quality, and developmental opportunities as core

components of their work experience (Schroth, 2019; Seemiller & Grace, 2016).

5.3 Key Contributions

The study synthesizes JD-R and demand appraisal perspectives with need-based motivation mechanisms to explain job satisfaction correlates among Generation Z employees. By focusing on a single generational cohort across multiple sectors, the study reduces age-heterogeneity bias and provides a clearer generational lens relevant to workforce shifts described in recent literature (Schroth, 2019). The results highlight that workplace environment quality and motivation-supportive practices represent the most salient correlates of Gen Z satisfaction in this context, offering contextual validation for work design and SDT frameworks within an emerging economy setting (Humphrey et al., 2007; Van den Broeck et al., 2016).

5.4 Limitations and Future Research

Future studies should employ longitudinal designs to overcome the causal limitations of cross-sectional data and capture how demand appraisal and satisfaction evolve over time. Researchers should also test moderators such as job resources, leadership style, and remote/hybrid work arrangements to clarify boundary conditions. Furthermore, exploring non-linear relationships between workload and satisfaction could refine the application of challenge–hindrance logic in future research (LePine et al., 2005; Podsakoff et al., 2007). Finally, cross-country comparative studies would further clarify how cultural and institutional contexts shape Gen Z satisfaction drivers.

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