Escalate: Economics and Business Journal

https://journal.takaza.id/index.php/escalate

Vol. 4, No. 4, 2026, pp. 259-265
E-ISSN: 3025-4213

E-mail: escalate@takaza.id



he Effect of Psychological Well-Being, Job Embeddedness, and Social Support on Job Satisfaction among Generation Z in Surakarta City

Fatih Ridha Anisyah[1*] Asih Handayani[2] Nike Larasati[3] Riska Fii Ahsani[4]
[1-4]Management Study Program, Faculty of Economics and Business, Universitas Slamet Riyadi, Surakarta, Indonesia
Corresponding Author e-mail: fthrdha33@gmail.com

Article History:
Received : 21-08-2026
Revised : 14-10-2026
Accepted : 15-10-2026

Keywords: ***Psychological Well-Being; Job Embeddedness; Social Support; Job Satisfaction; Generation Z***

Abstract: This study examines the effects of psychological well-being, job embeddedness, and social support on job satisfaction among Generation Z employees in Surakarta City. A quantitative survey was conducted with 100 private-sector Generation Z employees selected through purposive sampling. Respondents were 18–29 years old, had worked for at least one year, and were employed in Surakarta City. Data were collected using a five-point Likert-scale questionnaire and analyzed with multiple linear regression in SPSS. All measurement items were valid, and all constructs met the reliability criterion. The regression model also satisfied the normality, multicollinearity, and heteroscedasticity assumptions. The results show that psychological well-being has a positive and significant effect on job satisfaction (B = 0.160; p = 0.017), job embeddedness has a positive and significant effect (B = 1.095; p < 0.001), and social support has a positive and significant effect (B = 0.252; p = 0.020). The model is significant (F = 97.021; p < 0.001) and explains 74.4% of the adjusted variance in job satisfaction. Job embeddedness is the strongest predictor, indicating that employee–organization fit, workplace links, and perceived sacrifice are particularly important for Generation Z job satisfaction.

How to Cite: Anisyah, F. R. (2026). *Pengaruh Psychological Well Being, Job Embeddedness Dan Social Support Terhadap Job Satisfaction Generasi Z Di Kota Surakarta*. *4*(4). pp.259-265. https://doi.org/10.61536/escalate.v4i4.745

https://doi.org/10.61536/escalate.v4i4.745

This is an open-access article under the CC-BY-SA License.

Introduction

The increasing participation of Generation Z in the workforce requires organizations to reconsider how job satisfaction is formed and sustained. Generation Z employees entered employment with strong exposure to digital technology, rapid information flows, and relatively high expectations regarding learning opportunities, workplace relationships, recognition, and a supportive work climate. Research on employer attractiveness also indicates that this cohort

places substantial value on a positive team atmosphere and supportive relationships with colleagues and supervisors (Lassleben & Hofmann, 2023). In Indonesia, job satisfaction is especially relevant because it is closely connected with employees' willingness to remain in an organization and with broader retention challenges among Generation Z workers (Gunawan et al., 2024). Accordingly, understanding the factors that shape job satisfaction among young employees in Surakarta City has both theoretical and managerial importance.

Psychological well-being is one factor that may explain differences in job satisfaction. The eudaimonic perspective describes psychological well-being through self-acceptance, positive relations with others, purpose in life, autonomy, environmental mastery, and personal growth (Ryff & Keyes, 1995). These dimensions reflect the extent to which individuals are able to function positively rather than merely experience short-term positive emotions. Ryff (2014) further emphasizes that psychological well-being is associated with purposeful engagement, personal development, and adaptive functioning across life domains, including work. Employees who are better able to regulate their psychological functioning and interpret work experiences constructively are therefore more likely to evaluate their jobs positively. Empirical studies in Indonesia have also reported a positive relationship between psychological well-being and job satisfaction (Doloksaribu et al., 2022; Ganna & Sholichah, 2022).

Job embeddedness represents a second mechanism that can strengthen job satisfaction. The construct explains why employees remain attached to their jobs through three interconnected dimensions: fit, links, and sacrifice (Mitchell et al., 2001). Fit refers to compatibility between employees and their jobs or organizations, links represent formal and informal connections with people and activities, and sacrifice reflects the perceived losses associated with leaving. Crossley et al. (2007) showed that job embeddedness contributes explanatory value beyond traditional job attitudes in understanding employee retention. For Generation Z, who often evaluate whether work offers meaningful relationships, development opportunities, and compatibility with personal values, stronger embeddedness may increase comfort, belonging, and satisfaction. Recent evidence also supports a positive relationship between job embeddedness and job satisfaction (Putri et al., 2025).

Social support constitutes another important workplace resource. Support from supervisors, coworkers, and family can provide emotional reassurance, practical assistance, information, feedback, and motivation when employees face work demands. Social exchange theory suggests that supportive and mutually beneficial exchanges encourage positive employee attitudes toward the organization (Cropanzano & Mitchell, 2005). Supervisor support is particularly relevant because employees often interpret supervisors as organizational representatives, making supportive treatment an important signal of organizational concern and value (Eisenberger et al., 2002). Empirical research also demonstrates that social support can increase job satisfaction and reduce the adverse effects of competing work and family demands (Juliartini & Sintaasih, 2022). For Generation Z employees, accessible support may be especially important because it strengthens psychological safety, communication quality, and a sense of being valued at work.

Previous studies have generally examined psychological well-being, job embeddedness, or social support in different organizational settings and often as separate predictors. Evidence

https://doi.org/10.61536/escalate.v4i4.745
This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license

focusing simultaneously on these three factors among Generation Z employees in Surakarta City remains limited. This study therefore examines the effects of psychological well-being, job embeddedness, and social support on job satisfaction among Generation Z employees in Surakarta City. Three hypotheses are tested: psychological well-being has a positive and significant effect on job satisfaction (H1); job embeddedness has a positive and significant effect on job satisfaction (H2); and social support has a positive and significant effect on job satisfaction (H3).

Research Methods

This study used a quantitative survey design to analyze Generation Z employees working in Surakarta City, Central Java. The population consisted of Generation Z employees who were actively working in the city. Because the exact population size was not known, the minimum sample requirement was estimated at approximately 96 respondents and rounded to 100 respondents for analysis. A non-probability purposive sampling technique was applied. Respondents were required to work in Surakarta City, have at least one year of work experience, be 18–29 years old, and work in the private sector. Data were collected through online and offline questionnaires.

The questionnaire used a five-point Likert scale. Psychological well-being was operationalized through self acceptance, positive relations with others, purpose in life, autonomy, environmental mastery, and personal growth. Job embeddedness was represented by fit, links, and sacrifice. Social support covered supervisory support, peer support, and family support. Job satisfaction was measured through pay or salary, promotion opportunities, supervision, benefits, and recognition. The operationalization retained the dimensions used in the original study instrument so that the article remained consistent with the thesis data and analysis.

Table 1. Operationalization of Research Variables

Variable	Indicators	Items	Scale
Psychological well-being	Self-acceptance; positive relations; purpose in life; autonomy; environmental mastery; personal growth	12	Likert 1–5
Job embeddedness	Fit; links; sacrifice	5	Likert 1–5
Social support	Supervisory support; peer support; family support	6	Likert 1–5

https://doi.org/10.61536/escalate.v4i4.745
This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license

Variable	Indicators	Items	Scale
Job satisfaction	Pay/salary; promotion; supervision; benefits; recognition	10	Likert 1–5

Source: Instrument operationalization from the study questionnaire, 2026.

Data were processed using SPSS. The analysis consisted of validity and reliability testing, classical assumption tests, multiple linear regression, partial t-tests, an F-test for model significance, and the coefficient of determination. Measurement items were treated as valid when their correlation significance was below 0.05, and constructs were considered reliable when Cronbach's alpha exceeded 0.60. The regression assumptions were assessed using the Kolmogorov Smirnov normality test, tolerance and variance inflation factor (VIF) for multicollinearity, and the Glejser test for heteroscedasticity. Hypotheses were evaluated at a 5% significance level.

Results and Discussion

A total of 100 questionnaires were included in the analysis. The respondent profile reflects an early-career Generation Z workforce: 71% of respondents were women, 66% worked full time, and 95% had one to five years of work experience. These characteristics are consistent with the study's focus on young employees who are still developing their careers and workplace attachments in Surakarta City.

All questionnaire items met the validity criterion with significance values below 0.05. The reliability results were also acceptable: Cronbach's alpha was 0.698 for psychological well-being, 0.792 for job embeddedness, 0.710 for social support, and 0.860 for job satisfaction. The classical assumption tests supported the use of multiple regression. The Kolmogorov–Smirnov test produced p = 0.200, indicating normally distributed residuals. Tolerance values ranged from 0.500 to 0.688 and all VIF values were below 2.000, indicating no multicollinearity. The Glejser test produced p-values of 0.898, 0.822, and 0.313 for psychological well-being, job embeddedness, and social support, respectively, providing no evidence of heteroscedasticity.

Table 2. Regression, Reliability, and Multicollinearity Results

Variable	B	Beta	t	p-value	Alpha	Tolerance	VIF
Psychological well-being	0.160	0.149	2.432	0.017	0.698	0.688	1.454
Job embeddedness	1.095	0.675	9.389	<0.001	0.792	0.500	1.999
Social support	0.252	0.151	2.371	0.020	0.710	0.635	1.574
Job satisfaction	—	—	—	—	0.860	—	—

Note: F = 97.021; p < 0.001; R^2 = 0.752; Adjusted R^2 = 0.744; Kolmogorov–Smirnov p = 0.200; all Glejser p-values > 0.05. Source: Primary data processed, 2026.

The estimated regression equation is Y = 5.688 + 0.160X1 + 1.095X2 + 0.252X3 + e,

https://doi.org/10.61536/escalate.v4i4.745
This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license

where Y is job satisfaction, X1 is psychological well-being, X2 is job embeddedness, and X3 is social support. All coefficients are positive. The model is statistically significant ($F = 97.021$; $p < 0.001$), showing that the three predictors jointly provide a meaningful explanation of job satisfaction. The model has $R^2 = 0.752$ and Adjusted $R^2 = 0.744$, meaning that 74.4% of the adjusted variance in job satisfaction is explained by psychological well-being, job embeddedness, and social support, while 25.6% is associated with factors outside the model.

The Effect of Psychological Well-Being on Job Satisfaction

Psychological well-being has a positive and significant effect on job satisfaction ($B = 0.160$; $\beta = 0.149$; $t = 2.432$; $p = 0.017$), supporting H1. This result indicates that Generation Z employees who are better able to accept themselves, maintain positive relationships, pursue meaningful goals, exercise autonomy, manage their work environment, and continue personal growth tend to report higher job satisfaction. The finding is consistent with the eudaimonic well-being framework, which positions positive functioning as a basis for effective adjustment and meaningful life experience (Ryff & Keyes, 1995; Ryff, 2014). It is also in line with Indonesian empirical evidence showing that higher psychological well-being is associated with higher job satisfaction (Doloksaribu et al., 2022; Ganna & Sholichah, 2022). For organizations, the implication is that balanced workloads, opportunities for development, supportive communication, and access to psychological assistance can help create conditions in which young employees are more likely to experience their work positively.

The Effect of Job Embeddedness on Job Satisfaction

Job embeddedness has a positive and significant effect on job satisfaction ($B = 1.095$; $\beta = 0.675$; $t = 9.389$; $p < 0.001$), supporting H2. The standardized beta is the largest among the three predictors, indicating that job embeddedness is the strongest predictor in the model. This result reinforces the argument that employees are more satisfied when they perceive a strong fit with their job and organization, maintain meaningful workplace links, and recognize valuable benefits that would be sacrificed if they left (Mitchell et al., 2001). Job embeddedness therefore represents more than an intention to stay; it captures a network of work-related attachments that can make the employment experience itself more satisfying. The result is consistent with evidence that embeddedness contributes to employee retention beyond conventional job attitudes (Crossley et al., 2007) and with more recent findings that stronger job embeddedness is associated with higher job satisfaction (Putri et al., 2025). Organizations seeking to retain Generation Z should therefore strengthen cultural fit, mentoring relationships, teamwork, career pathways, and visible long-term opportunities.

The Effect of Social Support on Job Satisfaction

Social support has a positive and significant effect on job satisfaction ($B = 0.252$; $\beta = 0.151$; $t = 2.371$; $p = 0.020$), supporting H3. Support from supervisors, coworkers, and family can help employees interpret demanding work situations as more manageable and can reinforce the feeling that their contributions are valued. From a social exchange perspective, supportive treatment encourages favorable attitudes because employees perceive that important social and organizational resources are available when needed (Cropanzano & Mitchell, 2005). Supervisor

https://doi.org/10.61536/escalate.v4i4.745
This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license

support is particularly influential because employees often view supervisors as agents of the organization (Eisenberger et al., 2002). The finding is also consistent with evidence that social support positively contributes to job satisfaction (Juliartini & Sintaasih, 2022). In practice, organizations can strengthen this factor through open communication, constructive feedback, mentoring, team-based cooperation, recognition, and responsive supervisory behavior.

Conclusion and Recommendation

This study concludes that psychological well-being, job embeddedness, and social support each have a positive and significant effect on job satisfaction among Generation Z employees in Surakarta City. Job embeddedness is the strongest predictor based on its standardized coefficient ($\beta = 0.675$), followed by social support ($\beta = 0.151$) and psychological well-being ($\beta = 0.149$). The regression model is statistically significant and explains 74.4% of the adjusted variance in job satisfaction. These results indicate that Generation Z job satisfaction is shaped not only by individual psychological functioning but also by the extent to which employees feel connected to their organization and supported by important people around them.

Organizations are advised to adopt an integrated approach by maintaining a psychologically healthy work environment, managing workloads reasonably, providing development opportunities, strengthening employee organization fit and workplace relationships, offering clear career prospects, and building supportive communication between supervisors and employees. The study is limited to 100 Generation Z respondents in Surakarta City and relies on self-reported questionnaire data; therefore, generalization beyond this context should be made carefully. Future studies may involve larger and more diverse samples, extend the geographic scope, and examine additional factors such as work–life balance, organizational culture, work environment, and job stress.

Acknowledgment

The author gratefully acknowledges all Generation Z employees in Surakarta City who participated in the data collection process.

References

Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. Journal of Applied Psychology, 92(4), 1031–1042. https://doi.org/10.1037/0021-9010.92.4.1031

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. Journal of Management, 31(6), 874–900. https://doi.org/10.1177/0149206305279602

Doloksaribu, M. F., Lubis, M. R., & Ideyani, N. (2022). Pengaruh kesejahteraan psikologis dan iklim organisasi terhadap kepuasan kerja. Journal of Education, Humaniora and Social Sciences, 4(4), 2023–2029. https://doi.org/10.34007/jehss.v4i4.993

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and

https://doi.org/10.61536/escalate.v4i4.745
This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license

employee retention. Journal of Applied Psychology, 87(3), 565–573. https://doi.org/10.1037/0021-9010.87.3.565

Ganna, Q. N., & Sholichah, I. F. (2022). Pengaruh kesejahteraan psikologis (psychological well-being) terhadap kepuasan kerja (job satisfaction) pada karyawan PT. X. Jurnal Pendidikan dan Konseling, 4(4), 6033–6039. https://doi.org/10.31004/jpdk.v4i4.6440

Gunawan, C. I., Maharani, N. D., & Irawanto, D. W. (2024). Modeling affective commitment and job satisfaction as a mediating role in predicting turnover intention among Gen Z employees. JBTI: Jurnal Bisnis: Teori dan Implementasi, 15(2), 143–160. https://doi.org/10.18196/jbti.v15i2.20881

Juliartini, K., & Sintaasih, D. K. (2022). Moderating social support on the influence of work-family conflict on job satisfaction. International Research Journal of Management, IT and Social Sciences, 9(4), 405–420. https://doi.org/10.21744/irjmis.v9n4.2100

Lassleben, H., & Hofmann, L. (2023). Attracting Gen Z talents: Do expectations towards employers vary by gender? Gender in Management: An International Journal, 38(4), 545–560. https://doi.org/10.1108/GM-08-2021-0247

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. Academy of Management Journal, 44(6), 1102–1121. https://doi.org/10.5465/3069391

Putri, D. A., Darmawan, A., Endratno, H., & Utami, R. F. (2025). The effect of organizational citizenship behavior and job embeddedness on job satisfaction with organizational commitment as an intervening variable. International Journal of Business and Applied Economics, 4(4), 1537–1556. https://doi.org/10.55927/ijbae.v4i4.208

Ryff, C. D. (2014). Psychological well-being revisited: Advances in the science and practice of eudaimonia. Psychotherapy and Psychosomatics, 83(1), 10–28. https://doi.org/10.1159/000353263

Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. Journal of Personality and Social Psychology, 69(4), 719–727. https://doi.org/10.1037/0022-3514.69.4.719

This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license