Work Motivation and Work Environment as Determinants of Job Satisfaction Among Generation Z: Evidence from Greater Bandung Indonesia

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ABSTRACT

This study aims to examine the influence of work motivation and work environment on job satisfaction among Generation Z employees in Greater Bandung. As the fastest-growing cohort in the workforce, Generation Z possesses distinct characteristics and expectations that, when unmet, can lead to job dissatisfaction, reduced work engagement, and elevated turnover intention underscoring the urgency for organizations to understand the determinants of their job satisfaction. This study used quantitative methods with a descriptive and causal approach. Data were obtained through questionnaires distributed to respondents who were Generation Z employees in the Greater Bandung area. The data analysis technique used was multiple linear regression analysis to determine the influence of work motivation and the work environment on job satisfaction. The independent variables in this study were work motivation and the work environment, while the dependent variable was job satisfaction. The results of this study are expected to provide an overview of the conditions of work motivation, the work environment, and the level of job satisfaction among Generation Z in Greater Bandung. Furthermore, this research is expected to demonstrate the influence of work motivation and work environment on job satisfaction, both partially and simultaneously. This research is expected to provide theoretical contributions to the development of human resource management science and provide practical input for organizations in managing the Generation Z workforce more effectively and in accordance with the characteristics of this generation.

Keywords: Work Motivation, Work Environment, Job Satisfaction, Generation Z.

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INTRODUCTION

Generation Z, broadly defined as individuals born between 1997 and 2012, is increasingly dominating the global workforce, including in Indonesia, necessitating that organizations develop a deeper understanding of this generation's distinctive work characteristics and needs [1] [2]. The strategic significance of Generation Z within Indonesia's labor market is evidenced by the 2020 National Population Census conducted by the Badan Pusat Statistik (BPS), which identified Generation Z as the largest generational cohort in Indonesia's population structure, constituting 27.94 percent of the total population. This demographic reality positions Generation Z as the dominant force shaping Indonesia's present and future workforce, underscoring the urgency for organizations to comprehend the characteristics of this generation in order to manage them effectively.

Having grown up in an environment deeply intertwined with digital technology, social media, and rapid access to information, Generation Z has developed an adaptive, critical, and change-oriented mindset. In the context of employment, this generation tends to hold high expectations regarding work flexibility, organizational transparency, and continuous opportunities for professional growth [3,4]. Generation Z is highly proficient with digital technology, with members spending an average of more than six hours per day in front of screens. Furthermore, 79% of Generation Z individuals identify job security as their primary consideration when selecting employment, while approximately 90% regard workplace flexibility and self-development opportunities as essential needs [5]. Distinguishing themselves from preceding generations, Generation Z does not view work merely as a source of income, but rather as a vehicle for acquiring meaning, experience, and personal fulfillment. Consequently, job satisfaction assumes critical importance in shaping Generation Z's attitudes and engagement toward their professional lives [6].

At the regional level, West Java holds the largest Generation Z population in Indonesia, totaling 11,886,058 individuals according to BPS data. A major center of labor concentration within this province is the Bandung Basin, commonly referred to as Greater Bandung or the Bandung Metropolitan Area, the second most densely populated metropolitan region in Indonesia after Jabodetabek. Given these demographic characteristics, meeting the expectations of this generational cohort is of paramount importance. Job satisfaction is a critical organizational construct, as it reflects the extent to which individuals feel pleased, comfortable, and fulfilled in their work. Among the primary determinants of job satisfaction is work motivation, defined as the internal and external drive that propels individuals to work and achieve organizational goals [7].

For Generation Z, work motivation extends beyond monetary compensation, encompassing career advancement opportunities, challenging assignments, recognition, and prospects for personal

development [8]. Beyond work motivation, the work environment also constitutes a crucial determinant of job satisfaction. The work environment encompasses physical conditions, social relationships, and the psychological climate of the workplace. A supportive work environment enables employees to perform more optimally and comfortably, and positive experiences derived from organizational treatment and a conducive work setting have been shown to increase employees' intention to remain with their organizations [9]. Putri and Priansa (2023) define the work environment as encompassing all workplace conditions that directly or indirectly affect employees, affirming its role as a critical factor in shaping job satisfaction among Generation Z employees [10]. This generation specifically tends to expect workplaces that are open, collaborative, and inclusive. Organizational support further constitutes a pivotal dimension of employee job satisfaction, as Prasetio et al. (2020) demonstrated that perceived organizational support exerts a direct influence on job satisfaction, highlighting the need for organizations to provide appropriate support and empowerment to their employees [11].

In practice, however, many organizations continue to operate under work systems that are misaligned with Generation Z's expectations. This misalignment between the aspirations of young workers and actual working conditions frequently triggers job dissatisfaction, diminished work engagement, and an elevated propensity for job-hopping posing a significant retention challenge for organizations [1]. Although research examining work motivation and work environment has been conducted extensively, the majority of existing studies focus on the general workforce or earlier generations, with investigations specifically targeting Generation Z, particularly within the Greater Bandung region, remaining comparatively limited. Based on this identified gap, the present study aims to examine the influence of work motivation and work environment on job satisfaction among Generation Z employees in Greater Bandung, with the expectation of providing both theoretical and practical contributions to the advancement of human resource management.

LITERATURE REVIEW

The Relationship Between Work Motivation and Job Satisfaction

Work motivation is broadly defined as the internal and external drive that compels individuals to engage in work and pursue organizational goals [12]. In relation to job satisfaction, work motivation has long been recognized as a significant predictor that shapes the extent to which individuals evaluate their work experiences positively. When employees possess a strong drive to achieve, affiliate with others, and make meaningful contributions within the workplace, their likelihood of experiencing higher levels of job satisfaction increases correspondingly [13].

Empirical evidence consistently affirms the positive relationship between work motivation and job satisfaction. Gunawan and Suryadi established that work motivation exerts a significant positive effect on employee job satisfaction [14]. Consistent findings were reported by Yulianti and Sary, whose study focusing on Generation Z employees demonstrated a highly significant positive association between work motivation and job satisfaction [15]. Furthermore, Ginting and Siagian affirmed that Generation Z's work motivation is predominantly driven by appreciation, flexible and supportive work conditions, and active participation in decision-making processes all of which correlate positively with more favorable work experiences and elevated job satisfaction [16].

From a psychological standpoint, the relevance of this relationship is further amplified when contextualized within the distinctive characteristics of Generation Z. Unlike their predecessors, Generation Z does not perceive employment merely as a source of income, but rather as a domain for self-actualization, continuous learning, and social connectedness [17][18]. Consequently, as work motivation intensifies, particularly motivation rooted in affiliation needs and the pursuit of meaningful achievement Generation Z employees tend to demonstrate greater enthusiasm in performing their tasks, deeper emotional engagement, and ultimately report higher levels of job satisfaction. This is consistent with the argument advanced by Lazuardi et al., who found that workplace flexibility and rewards that motivate Generation Z employees significantly enhance retention through the mediating role of job satisfaction [19]. Based on the foregoing review, it is posited that work motivation bears a positive and significant relationship with job satisfaction, with the strength of this relationship being particularly pronounced among Generation Z employees whose work expectations are fundamentally anchored in meaning, recognition, and personal growth.

H_1: Work motivation has a significant positive effect on job satisfaction.

The Relationship Between Work Environment and Job Satisfaction

The work environment encompasses the totality of workplace conditions, both physical and non-physical in nature, that directly or indirectly influence employees in the performance of their duties [10]. Physical conditions include aspects such as workspace comfort, facility availability, lighting, air circulation, and occupational safety. Non-physical conditions, on the other hand, encompass the quality of superior-subordinate relationships, the interpersonal climate among colleagues, and the broader socio-psychological atmosphere of the workplace. Both dimensions collectively shape employees' perceptions of their work environment and, in turn, determine the level of job satisfaction they experience.

Several recent studies have confirmed the significance of this relationship. Dwi and Dihan concluded that the work environment exerts a significant positive effect on employee job satisfaction

[20]. A study conducted in Vietnam among Generation Z employees yielded consistent findings, demonstrating that a conducive work environment meaningfully enhances job satisfaction [21]. Additional empirical support is drawn from studies affirming that the quality of supervisor-employee relationships and peer relationships constitutes a critical determinant of job satisfaction [22][23]. Moreover, Zakiroh et al. assert that a conducive and supportive work environment fosters individuals' emotional attachment to their organization, thereby indirectly contributing to heightened levels of job satisfaction [24].

In the context of Generation Z, the significance of the work environment in relation to job satisfaction becomes increasingly pronounced. Having grown up within a digital ecosystem that promotes openness, collaboration, and inclusivity, Generation Z holds more holistic and relational expectations of the workplace, extending well beyond physical infrastructure considerations. They consistently seek work environments that are communicative, supportive, non-hierarchically rigid, and psychologically safe for self-expression [1][5]. When such expectations are met, Generation Z employees report feeling more settled, more valued, and demonstrate higher levels of job satisfaction.

Fajri et al. further enrich this relationship by demonstrating that perceived organizational support, an integral component of non-physical work environment perceptions exerts a direct influence on job satisfaction, affirming that organizational support as a psychological work environment dimension plays an indispensable role in shaping employee job satisfaction [25]. Taken together, the available empirical evidence indicates that the work environment bears a significant positive influence on job satisfaction, with its contribution tending to be more dominant than motivational factors among the Generation Z workforce.

H_2: Work environment has a significant positive effect on job satisfaction.

The Simultaneous Influence of Work Motivation and Work Environment on Job Satisfaction

Job satisfaction is a multidimensional construct that cannot be adequately explained by any single variable in isolation. A comprehensive understanding of job satisfaction necessitates the simultaneous examination of multiple factors originating both from within the individual (internal) and from the broader organizational context (external). Within this framework, work motivation represents an internal factor derived from individuals' psychological drives, while the work environment constitutes an external factor that shapes the context in which individuals perform their daily work. The interaction between these two dimensions simultaneously constructs the work experience that is ultimately reflected in employees' levels of job satisfaction.

A number of studies have examined the simultaneous influence of these two variables on job satisfaction. Purnomo et al. found that work motivation and work environment jointly exert a significant positive effect on job satisfaction [26]. Putranto reinforces this argument by explaining that Generation Z's work motivation is strongly shaped by appreciation, a supportive environment, flexibility, and opportunities for active participation [27]. This indicates that work motivation and work environment among Generation Z are not two independent and isolated constructs, but rather two mutually reinforcing dimensions. When organizations succeed in cultivating a supportive work environment, work motivation grows more readily, ultimately driving significant improvements in job satisfaction. Bulu et al. contribute an important perspective by finding that positive experiences derived from organizational treatment and a supportive work environment enhance employees' intention to remain with the organization over the long term—implicitly illustrating how the interaction between work motivation and work environment creates psychological conditions that sustain ongoing job satisfaction [28]. In the context of Generation Z in Greater Bandung, job satisfaction does not emerge linearly from a single factor, but is rather the product of the interplay between employees' motivational drives and the work environment conditions they encounter directly.

Accordingly, the simultaneous examination of work motivation and work environment is both relevant and necessary to obtain a more complete understanding of the determinants of job satisfaction, particularly among a Generation Z population whose characteristics, expectations, and work orientations differ fundamentally from those of preceding generations. The synergistic management of both variables by organizations is expected to constitute an effective strategy for enhancing job satisfaction and retaining a productive and committed Generation Z workforce.

H_3: Work motivation and work environment simultaneously have a significant positive effect on job satisfaction

RESEARCH METHODS

Research Design

This study employed a quantitative approach incorporating both descriptive and causal research designs. The descriptive component was applied to characterize the current conditions of the variables under investigation, while the causal component was employed to examine directional relationships between independent and dependent variables, thereby establishing the cause-and-effect structure of the research model.

Research Limits

This study is limited to Generation Z employees domiciled within the Greater Bandung area. The scope of investigation is restricted to three constructs namely, work motivation, work environment, and job satisfaction and does not account for other potential determinants such as compensation, leadership style, work-life balance, or organizational culture. Findings are therefore not intended to be generalized beyond the defined population and geographical boundary.

Variable Identification

This study involves two independent variables and one dependent variable. Work motivation (X_1) and work environment (X_2) serve as the independent variables, reflecting the internal psychological drives and external workplace conditions that influence employee behavior, respectively. Job satisfaction (Y) constitutes the dependent variable, representing employees' overall evaluative response to their work experiences. There are no intervening or moderation variables are included in the present research model.

Participants and Setting

The target population comprised Generation Z individuals with active work experience. Given the absence of a precisely known population size, purposive sampling was adopted within a non-probability sampling framework. Respondents were required to satisfy the following inclusion criteria: (1) aged between 18 and 29 years, (2) currently employed in an organization or company, and (3) domiciled within the Greater Bandung area, Indonesia. The study operationalized 39 measurement indicators across all constructs. Adhering to the rule of thumb that sample size should be at least five times the number of indicators, a maximum sample size of 390 respondents was established. Data collection was conducted in 2025 via an online survey distributed across the Greater Bandung metropolitan area.

Measurement

Data Colletion

Data were collected through a structured questionnaire survey administered via Google Forms and distributed online, enabling rapid and large-scale data collection. A five-point Likert scale was employed as the measurement instrument to assess respondents' perceptions and work experiences pertaining to work motivation, work environment, and job satisfaction, ranging from 1 = "Strongly Disagree" to "Strongly 5 = Agree".

Data Analysis

Data analysis was conducted in three stages: descriptive analysis, measurement model assessment, and structural model evaluation with hypothesis testing. Partial Least Squares Structural

Equation Modeling (PLS-SEM) was employed as the primary analytical framework, given its suitability for variance-based structural modeling with reflective constructs. Data processing was performed using SmartPLS version 4.0.9.9. The outer model was evaluated through loading factor analysis, Average Variance Extracted (AVE) for convergent validity, cross-loading and Fornell-Larcker criterion for discriminant validity, and Cronbach's Alpha along with Composite Reliability for internal consistency. The inner model was subsequently assessed through R-square, effect size (f^2), and path coefficient analysis via bootstrapping at a 5% significance level.

RESULTS

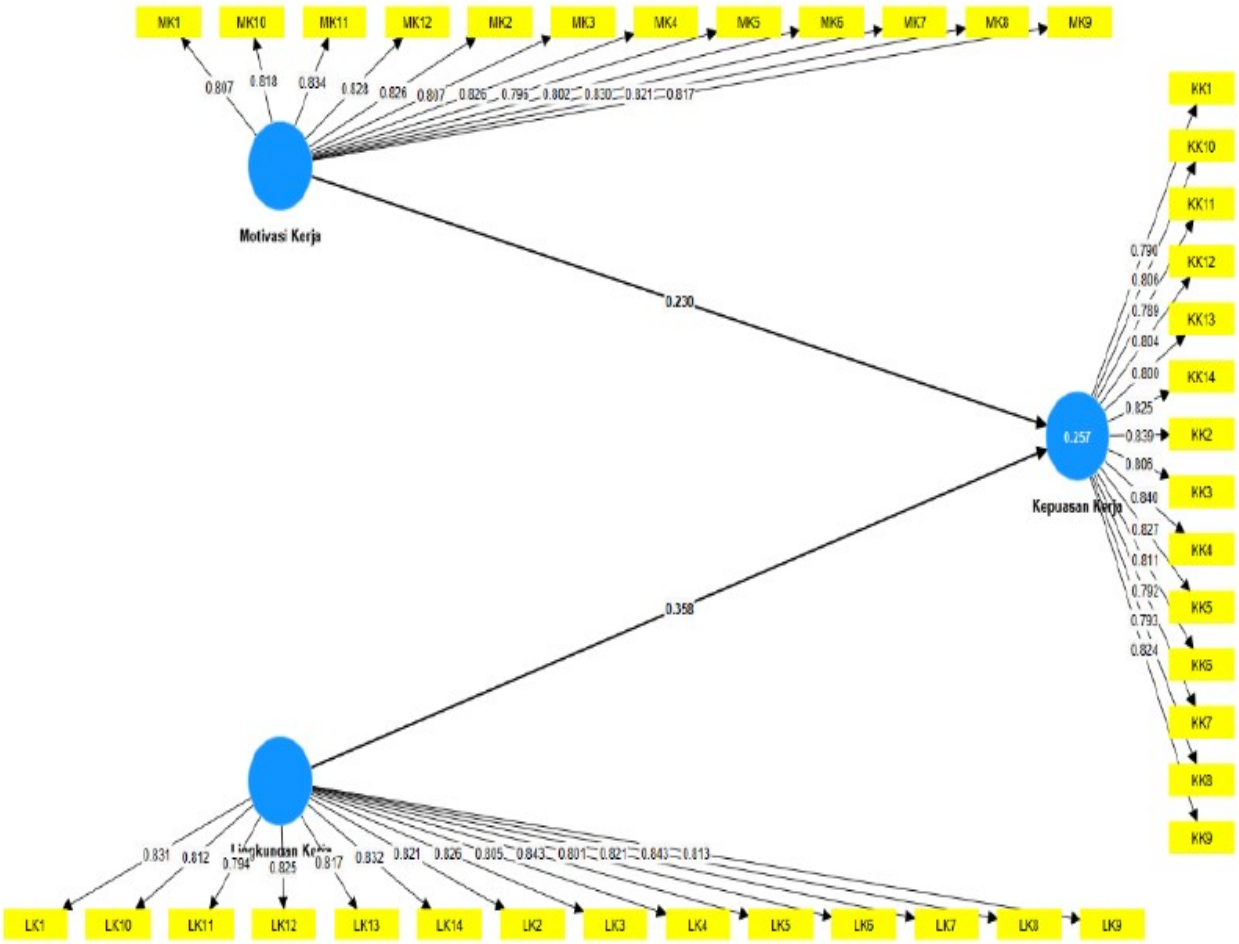
This study involved 390 respondents who satisfied the eligibility criteria established by the researchers, namely Generation Z individuals who were actively employed and working within the Greater Bandung area. Following data collection, a demographic profiling of respondents was conducted based on gender, age, and domicile, the results of which are presented in Table 1.

Table 1. Respondent Characteristics by Gender, Age, and Domicile

Characteristics	Category	Frequency (n)	Percentage (%)
Sex/Gender	Women	232	59,3
	Men	159	40,7
Age	18–23 years old	169	43,2
	24–29 years old	222	56,8
Domicile	Kabupaten Bandung	145	37,1
	Kota Bandung	122	31,2
	Kota Cimahi	52	13,3
	Kabupaten Sumedang	43	11,0
	Kabupaten Bandung Barat	29	7,4
Total		390	100

Source: Data processed by the author (2026)

In PLS-SEM, the outer model is evaluated to confirm the validity and reliability of the measurement model, thereby ensuring that the research framework is suitable for further structural analysis.



Source: Data processed by the author (2026)

Figure 1. Outer Model Results

Validity Testing

Validity assessment was first conducted by examining indicator loading factors, which reflect the correlation between each indicator and its respective construct. Following the threshold established by Iskamti and Gunawan (2023), a minimum loading factor of 0.70 is required for an indicator to be considered a valid and reliable measure of its construct.

Table 2. Loading Factor Results

	Job Satisfaction	Work Environtment	Work Motivation
KK1	0.790		
KK10	0.806		
KK11	0.789		
KK12	0.804		
KK13	0.800		
KK14	0.825		
KK2	0.839		
KK3	0.806		
KK4	0.840		
KK5	0.827		
KK6	0.811		
KK7	0.792		
KK8	0.793		
KK9	0.824		
LK1		0.831	
LK10		0.812	
LK11		0.794	
LK12		0.825	
LK13		0.817	
LK14		0.832	
LK2		0.821	
LK3		0.826	
LK4		0.805	
LK5		0.843	
LK6		0.801	
LK7		0.821	
LK8		0.843	
LK9		0.813	
MK1			0.807
MK10			0.818
MK11			0.834
MK12			0.828
MK2			0.826
MK3			0.807
MK4			0.826
MK5			0.796
MK6			0.802
MK7			0.830
MK8			0.821
MK9			0.817

Source: Data processed by the author (2026)

As presented in Table 2, all indicator loading factors exceeded the 0.70 threshold, confirming that every indicator adequately represents its corresponding construct and is suitable for use in subsequent analyses. Convergent validity was further assessed through the Average Variance Extracted (AVE),

which reflects the extent to which a latent variable explains the variance of its indicators on average. In accordance with the established rule of thumb, an AVE value exceeding 0.50 is considered indicative of adequate convergent validity (Hair et al., 2021).

Table 3. Average Variance Extracted (AVE)

Variable	AVE	Critical Path	Conclusion
Job Satisfaction	0.657	0.5	Valid
Work Environment	0.673	0.5	Valid
Work Motivation	0.668	0.5	Valid

Source: Data processed by the author (2026)

As shown in Table 3, all constructs yielded AVE values exceeding 0.50, confirming satisfactory convergent validity across the measurement model. These results indicate that each construct demonstrates a strong capacity to explain the majority of variance within its own set of indicators, thereby affirming the validity of the constructs employed in this analysis.

Discriminant validity was subsequently assessed to determine the degree to which each construct is empirically distinct from others in the model. Two approaches were employed: cross-loading analysis and the Fornell-Larcker criterion. For the cross-loading criterion, the outer loading of each indicator on its associated construct must exceed its correlations with all other constructs (Hair et al., 2021). Examination of the cross-loading results confirmed that all indicator loadings were higher on their intended constructs than on any other construct, thereby satisfying the cross-loading criterion.

Table 4. Fornell-Larcker Criterion

	Job Satisfaction	Work Environment	Work Motivation
Job Satisfaction	0.811		
Work Environment	0.464	0.820	
Work Motivation	0.394	0.459	0.818

Source: Data processed by the author (2026)

Table 4 presents the Fornell-Larcker criterion results, wherein the square root of each construct's AVE, located on the main diagonal, is compared against its inter-construct correlations. The AVE square root for Job Satisfaction (0.811) exceeded its correlations with Work Environment (0.464) and Work Motivation (0.394). Similarly, the diagonal values for Work Environment (0.820) and Work Motivation (0.818) surpassed their respective correlations with all other constructs. These results confirm that discriminant validity based on the Fornell-Larcker criterion has been fully satisfied. Collectively, the measurement model demonstrates adequate construct separation and meets all established validity requirements.

Reliability Testing

Reliability testing was conducted to assess the internal consistency and stability of the measurement instruments across repeated measurements. Reliability was evaluated using two criteria: Cronbach's Alpha and Composite Reliability, both of which must exceed the threshold of 0.70 to indicate acceptable reliability (Ghozali, 2021).

Table 5. Internal Consistency Reliability Results

Variable	Cronbach's alpha	Composite reliability	Value	Keputusan
Job Satisfaction	0.960	0.960	0.700	Valid
Work Environment	0.963	0.964	0.700	Valid
Work Motivation	0.955	0.956	0.700	Valid

Source: Data processed by the author (2026)

As reported in Table 5, Cronbach's Alpha values for Job Satisfaction, Work Environment, and Work Motivation were 0.960, 0.963, and 0.955, respectively. Composite reliability (rho_c) values were 0.964, 0.966, and 0.960, respectively. As all values substantially exceeded the 0.70 threshold, it is concluded that all constructs demonstrate excellent internal consistency. The measurement instruments are therefore deemed reliable and suitable for use in structural model testing.

Structural Model Assessment (Inner Model) and Hypothesis Testing

Having confirmed that all constructs satisfied the requirements for convergent validity, discriminantvalidity, and composite reliability, the analysis proceeded to the evaluation of the structural model, encompassing model fit assessment, path coefficient estimation, and the coefficient of determination (R^2). The R^2 value was derived from the PLS algorithm executed in SmartPLS and applies exclusively to endogenous latent variables that is, latent variables that are influenced by other latent variables within the model (Hussein, 2021).

Table 6. R-Square Results

Variabel	R-square	R-square adjusted
Job Satisfaction	0.257	0.253

Source: Data processed by the author (2026)

As presented in Table 6, the R^2 value for Job Satisfaction was 0.257, with an adjusted R^2 of 0.253, indicating that Work Motivation and Work Environment jointly account for 25.68% of the variance in Job Satisfaction, while the remaining 74.32% is attributable to factors outside the scope of this model. Referencing the classificatory thresholds proposed by Hair et al. (2017) whereby R^2 values of 0.19, 0.33, and 0.67 are categorized as weak, moderate, and strong, respectively the R^2 of 0.253 obtained in this study falls within the weak category. This suggests that while work motivation and work

environment are significant predictors of job satisfaction, the model has limited explanatory power, implying that additional variables such as compensation, work-life balance, leadership style, organizational culture, or psychological well-being may contribute meaningfully to explaining job satisfaction among Generation Z.

The effect size (f^2) for each predictor variable was additionally examined to assess the relative magnitude of each variable's contribution to the endogenous construct.

Table 7. f-Square Results

Variable	Job Satisfaction
Job Satisfaction	
Work Environment	0.136
Work Motivation	0.056

Source: Data processed by the author (2026)

The f^2 values for Work Environment and Work Motivation in relation to Job Satisfaction were 0.136 and 0.056, respectively. Based on conventional effect size benchmarks, both values fall within the small effect category, as they exceed 0.02 but remain below 0.15. Nonetheless, Work Environment demonstrated a notably larger effect size compared to Work Motivation, indicating that within this model, Work Environment contributes more substantially to explaining job satisfaction among Generation Z employees in Greater Bandung, while Work Motivation also exerts a meaningful, albeit comparatively more limited, influence.

Hypothesis testing was conducted via bootstrapping with a significance level of 5%. A t-statistic exceeding 1.96 and a p-value below 0.05 were adopted as criteria for rejecting the null hypothesis and accepting the proposed hypotheses.

Table 8. Hypothesis Testing Results Based on Path Coefficients

Corelation	Original sample (O)	T statistics (|O/STDEV|)	P values
Work Environment -> Job Satisfaction	0.358	6.634	0.000
Work Motivation -> Job Satisfaction	0.230	4.504	0.000

Source: Data processed by the author (2026)

The hypothesis testing results revealed that Work Motivation exerts a significant positive effect on Job Satisfaction, with a path coefficient of 0.230, a t-statistic of 4.504, and a p-value < 0.001. The 95% bias-corrected confidence interval [0.129; 0.329] does not encompass zero, further corroborating the positive and significant direction of this relationship. Accordingly, H1 is supported. These findings affirm that employees' internal drives to achieve, exert influence, and cultivate affiliative relationships in the workplace contribute meaningfully to elevated levels of job satisfaction. With respect to Work Environment, the path coefficient was 0.358, with a t-statistic of 6.634 and a p-value < 0.001. The 95%

confidence interval [0.249; 0.458] similarly excludes zero, confirming a positive and significant effect. H_2 is therefore supported, indicating that improvements in workplace conditions across both physical and non-physical dimensions are associated with progressively higher levels of employee job satisfaction. As Work Environment yielded a larger path coefficient than Work Motivation, it is identified as the more dominant predictor of job satisfaction within this model, consistent with the f^2 results reported previously.

DISCUSSION

The Effect of Work Motivation on Job Satisfaction

The structural model results confirm that work motivation exerts a significant positive effect on job satisfaction among Generation Z employees in Greater Bandung, as evidenced by a path coefficient of 0.230, a t-statistic of 4.504, and a p-value < 0.001. These findings indicate that the higher the level of work motivation employees possess, the greater the degree of job satisfaction they experience. Specifically, internal and external drivers of work behavior, including the desire to achieve, the need for affiliation, and the aspiration to contribute meaningfully within the workplace—play a substantive role in shaping employees' positive evaluations of their work.

Importantly, the findings reveal that for Generation Z, job satisfaction is not solely determined by extrinsic outcomes such as salary or physical benefits, but is equally shaped by the perception that one's work is meaningful, provides opportunities for growth, and aligns with one's psychological needs. This is consistent with the defining characteristics of Generation Z, a cohort that views employment not merely as a source of income but as a space for self-actualization, continuous learning, and social connectedness. Consequently, as work motivation intensifies, employees tend to demonstrate greater enthusiasm in task performance, deeper engagement with their work, and ultimately report higher levels of job satisfaction.

When considered alongside the descriptive findings, the influence of work motivation on job satisfaction can be further understood through the predominance of the affiliation need dimension within the work motivation construct. This suggests that respondents' motivational orientations are primarily anchored in the need to work within supportive, collaborative environments where a sense of belonging is fostered. In other words, job satisfaction among Generation Z in this study appears to flourish more readily when employees feel socially and emotionally motivated, rather than being driven solely by formal targets or performance-based rewards.

These findings are consistent with Gunawan and Suryadi, who established that work motivation exerts a significant positive effect on job satisfaction [14], and with Yulianti and Sary, who demonstrated a highly significant positive association between work motivation and job satisfaction among Generation Z employees [15]. Furthermore, Ginting and Siagian affirmed that Generation Z's work motivation is

predominantly driven by appreciation, flexible and supportive work conditions, and participatory opportunities, all of which correlate with more positive work experiences [16].

The Effect of Work Environment on Job Satisfaction

The hypothesis testing results demonstrate that work environment exerts a significant positive effect on job satisfaction among Generation Z employees in Greater Bandung, with a path coefficient of 0.358, a t-statistic of 6.634, and a p-value < 0.001. The path coefficient for work environment exceeds that of work motivation, establishing work environment as the more dominant predictor of job satisfaction in this model. These findings affirm that the more favorably employees perceive their work environment, the higher their reported levels of job satisfaction.

The work environment constitutes the immediate context that employees inhabit on a daily basis. It encompasses not only physical dimensions, such as workspace comfort, occupational safety, air circulation, and facility adequacy but also non-physical dimensions, including the quality of superior-subordinate relationships, peer interpersonal dynamics, and the broader social atmosphere of the workplace. For Generation Z, these dimensions carry particular significance, as this cohort consistently seeks workplaces that are comfortable, communicative, supportive, and free from rigid hierarchical structures. When the work environment is perceived positively, employees tend to feel more settled, more valued, and more satisfied with their work. This is supported by Romadoni et al., who found that a conducive and supportive work environment fosters individuals' emotional attachment to their organization, ultimately contributing to more positive work experiences and elevated job satisfaction levels [29].

The descriptive findings further reinforce these results by indicating that the non-physical dimension of the work environment scored higher than the physical dimension among respondents. This suggests that job satisfaction is more substantially sustained by the quality of social interaction and interpersonal relationships than by physical workplace conditions alone—an important finding that underscores the primacy of relational workplace health as a source of job satisfaction for Generation Z. These results are consistent with Dwi and Dihan, who concluded that the work environment exerts a significant positive effect on job satisfaction [20], and with Simanjuntak and Ginting, who demonstrated that the quality of supervisor-employee and peer relationships meaningfully enhances job satisfaction, confirming that relational quality is a critical determinant of workplace satisfaction [23].

These findings collectively suggest that organizations employing Generation Z cannot rely solely on motivational interventions to sustain job satisfaction. Rather, they must actively cultivate healthy and supportive work environments that attend to both physical infrastructure and the broader relational and

psychological climate of the workplace. Given that work environment proved to be a stronger predictor than work motivation in this study, improvements to workplace conditions are likely to yield more immediate and tangible gains in job satisfaction among Generation Z employees.

The Simultaneous Effect of Work Motivation and Work Environment on Job Satisfaction

The R^2 value for job satisfaction was 0.257, indicating that work motivation and work environment jointly account for 25.7% of the variance in job satisfaction among Generation Z employees in Greater Bandung, with the remaining 74.3% attributable to factors outside the scope of the present model. While both independent variables contribute significantly to job satisfaction, the model's explanatory power falls within the weak category according to Hair et al.'s classification criteria, suggesting that additional variables, such as compensation, work-life balance, leadership quality, organizational culture, career advancement opportunities, work flexibility, or psychological well-being may exert substantial influence on Generation Z's job satisfaction and warrant inclusion in future research.

Examination of the effect size (f^2) values further corroborates these findings: work environment yielded an f^2 of 0.136, while work motivation yielded 0.056, both classified as small effects. Nevertheless, the comparatively larger f^2 for work environment reaffirms its greater relative contribution to explaining job satisfaction. Taken together, these results suggest that while job satisfaction among Generation Z in Greater Bandung is shaped by a combination of internal and external factors, the external dimension represented by the work environment emerges as the more dominant influence.

These findings are consistent with Pratama et al., who demonstrated that work motivation and work environment simultaneously exert a significant positive effect on job satisfaction [30]. Sumbul et al. and Chaeriah further explain that Generation Z's work motivation is strongly shaped by appreciation, supportive environments, flexibility, and participatory opportunities, indicating that work motivation and work environment among this cohort are not independent constructs but mutually reinforcing dimensions [31][32]. When organizations succeed in cultivating a supportive work environment, work motivation grows more readily, and job satisfaction improves accordingly. Overall, the findings of this study demonstrate that job satisfaction among Generation Z in Greater Bandung is formed through the combined influence of strong work motivation and a positive work environment.

This study contributes theoretically by providing empirical evidence that work motivation and work environment both partially and simultaneously exert significant positive effects on Generation Z's job satisfaction, thereby enriching the generation-based human resource management literature within the urban Indonesian context, which remains comparatively underexplored. Practically, the findings imply

that organizations should manage both variables synergistically: designing motivational programs oriented toward recognition, affiliation, and self-development, while simultaneously cultivating a work environment that is supportive across both physical and relational dimensions, as an integrated strategy for enhancing job satisfaction and effectively retaining Generation Z talent.

CONCLUSION

This study examined the influence of work motivation and work environment on job satisfaction among Generation Z employees in Greater Bandung. Descriptive analysis revealed that all three constructs were perceived at a high level, with work motivation scoring 79.74%, work environment 80.10%, and job satisfaction 79.04%, indicating generally favorable workplace conditions among the respondents. Hypothesis testing confirmed that work motivation exerts a significant positive effect on job satisfaction, establishing that higher levels of work motivation correspond with greater job satisfaction. Equally, work environment was found to exert a significant positive effect on job satisfaction, whereby more favorable perceptions of workplace conditions across both physical and non-physical dimensions are associated with higher levels of employee job satisfaction. Examined simultaneously, work motivation and work environment jointly explained 25.7% of the variance in job satisfaction, while the remaining 74.3% is attributable to variables beyond the scope of this study. These results affirm that both constructs constitute meaningful determinants of job satisfaction among Generation Z and warrant deliberate attention from organizations seeking to improve workforce outcomes.

SUGGESTION

Based on these findings, several recommendations are advanced for different stakeholders. For organizational leaders and management, it is recommended to foster more open, supportive, and communicative working relationships with Generation Z employees, who tend to value collaborative and flexible environments that provide genuine opportunities for professional growth. Supervisors are encouraged to deliver clear and consistent guidance and to establish two-way communication channels that allow employees to feel genuinely heard and valued. At the organizational level, particular attention should be directed toward improving the quality of peer relationships, as this dimension was identified as comparatively lower within the job satisfaction construct. Practical measures may include reinforcing team-based collaboration, enhancing inter-employee communication, organizing team-building activities, and cultivating a mutually supportive workplace culture. For future researchers, it is recommended that subsequent studies incorporate additional variables that may influence job satisfaction, such as compensation, work-life balance, leadership style, organizational culture, workload, or career development opportunities given that a substantial proportion of variance in job satisfaction remained unexplained by the present model. Future investigations are also encouraged to broaden the geographical

scope of the research and employ larger sample sizes to strengthen the representativeness and generalizability of the findings.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Kheysifa Fedria: Conceptualization, Data Curation, Formal Analysis, Investigation, Methodology, Project Administration, Software, Validation, Visualization, Writing Original Draft.. **Kiki Sudiana**: Conceptualization, Supervision, Validation, Review and Editing.

DECLARATION OF COMPETING INTEREST

The authors declare no competing financial interests or personal relationships that could have influenced the work reported in this paper.

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DATA AVAILABILITY

Data will be made available on request.

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ETHICAL APPROVAL

This study did not involve patient data or identifiable personal information. Therefore, no ethical approval was required.

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