

## ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh *Job Embeddedness* dan *Job Satisfaction* terhadap *Kinerja Karyawan* Generasi Z dengan *Work Environment* sebagai variabel mediasi pada PT Jasa Marga (Persero) Tbk. Fenomena yang melatarbelakangi penelitian ini adalah pentingnya keterikatan kerja, kepuasan kerja, serta lingkungan kerja dalam meningkatkan kinerja karyawan generasi Z di tengah dinamika dunia kerja modern.

Metode penelitian yang digunakan adalah metode kuantitatif dengan pendekatan deskriptif dan verifikatif. Teknik pengambilan sampel menggunakan *purposive sampling* dengan jumlah responden sebanyak 120 karyawan generasi Z PT Jasa Marga (Persero) Tbk. Teknik pengumpulan data dilakukan melalui penyebaran kuesioner. Analisis data menggunakan uji validitas, uji reliabilitas, uji asumsi klasik, analisis regresi linear sederhana, analisis regresi linear berganda serta uji mediasi menggunakan *Sobel Test* dengan bantuan aplikasi SPSS versi 26.

Hasil penelitian menunjukkan bahwa *Job Embeddedness* berpengaruh positif dan signifikan terhadap *Kinerja Karyawan*, *Job Satisfaction* berpengaruh positif dan signifikan terhadap *Kinerja Karyawan*, *Job Embeddedness* berpengaruh positif dan signifikan terhadap *Work Environment*, *Job Satisfaction* berpengaruh positif dan signifikan terhadap *Work Environment*, serta *Work Environment* berpengaruh positif dan signifikan terhadap *Kinerja Karyawan*. Selain itu, *Work Environment* mampu memediasi pengaruh *Job Embeddedness* terhadap *Kinerja Karyawan*, namun tidak mampu memediasi pengaruh *Job Satisfaction* terhadap *Kinerja Karyawan*.

**Kata Kunci:** *Job Embeddedness*, *Job Satisfaction*, *Work Environment*, *Kinerja Karyawan*, *Generasi Z*



*This study aims to determine the effect of Job Embeddedness and Job Satisfaction on Generation Z Employee Performance with Work Environment as a mediating variable at PT Jasa Marga (Persero) Tbk. The phenomenon underlying this research is the importance of work attachment, job satisfaction, and work environment in improving the performance of Generation Z employees amid the dynamics of the modern workplace.*

*This research used a quantitative method with descriptive and verificative approaches. The sampling technique used was purposive sampling with a total of 120 Generation Z employees of PT Jasa Marga (Persero) Tbk as respondents. Data collection was carried out through questionnaires. Data analysis techniques included validity test, reliability test, classical assumption test, simple linear regression analysis, and mediation testing using the Sobel Test with the assistance of SPSS version 26.*

*The results showed that Job Embeddedness had a positive and significant effect on Employee Performance, Job Satisfaction had a positive and significant effect on Employee Performance, Job Embeddedness had a positive and significant effect on Work Environment, Job Satisfaction had a positive and significant effect on Work Environment, and Work Environment had a positive and significant effect on Employee Performance. In addition, Work Environment was able to mediate the effect of Job Embeddedness on Employee Performance, but was unable to mediate the effect of Job Satisfaction on Employee Performance.*

*Thus, it can be concluded that work attachment, job satisfaction, and work environment play important roles in improving the performance of Generation Z employees at PT Jasa Marga (Persero) Tbk.*

**Keywords:** *Job Embeddedness, Job Satisfaction, Work Environment, Employee Performance, Generation*