

ABSTRACT

This study aims to analyze the influence of work climate, leadership, employee recognition, and corporate culture on the job satisfaction of Generation Z employees at PT Bank Rakyat Indonesia (Persero) Tbk, with employee engagement as a mediating variable. The background of this research is based on the increasing proportion of Generation Z within the banking workforce and the organizational challenges in maintaining satisfaction and retaining young talent. This study employed a quantitative approach using a survey distributed to Generation Z employees with more than one year of tenure. The data were analyzed using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method. The results indicate that all organizational factors have a positive and significant effect on job satisfaction, with employee recognition being the most dominant variable.

Furthermore, the findings reveal that employee engagement does not act as a mediating variable in the relationship between organizational factors and job satisfaction. This suggests that Generation Z's job satisfaction is more directly influenced by their perceptions of the work environment, leadership style, reward systems, and corporate culture rather than by deeper emotional or cognitive involvement in their work. Theoretically, this study enriches the literature on Generation Z job satisfaction within the context of the banking industry in Indonesia. Practically, the findings provide a foundation for developing human resource management policies that are more adaptive, transparent, and oriented toward the sustainability of young talent.

Keywords: *Generation Z, job satisfaction, work climate, leadership, employee recognition, employee engagement, corporate culture.*

