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The Mediating Role of Employee Engagement in the Relationship between Psychological Safety and Organizational Commitment among Generation Z Employees in Greater Jakarta

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Abstract

Changes in the workplace in the digital era have reshaped young employees' expectations, particularly among Generation Z, who tend to prioritize flexibility, workplace comfort, work-life balance, and supportive organizational environments. These expectations create managerial challenges in strengthening employees' organizational commitment. This study aims to examine the mediating role of employee engagement in the relationship between psychological safety and organizational commitment among Generation Z employees in Jabodetabek. The study involved 182 Generation Z employees working in the Jabodetabek area and analyzed the direct and indirect relationships among psychological safety, employee engagement, and organizational commitment. The findings show that psychological safety has a positive and significant effect on employee engagement ($\beta = 0.598$, $t = 10.023$, $p < .001$), while employee engagement has a positive and significant effect on organizational commitment ($\beta = 0.587$, $t = 9.737$, $p < .001$). Psychological safety

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also has a positive and significant direct effect on organizational commitment (β = 0.542, t = 8.647, p < .001). The mediation test further indicates that the direct effect of psychological safety on organizational commitment decreased from 0.670 to 0.366 after employee engagement was included as a mediating variable, confirming partial mediation. These findings suggest that psychological safety strengthens organizational commitment both directly and indirectly by enhancing employee engagement. The study contributes to the literature on Generation Z workforce management by highlighting the importance of psychologically safe and engaging work environments in fostering organizational commitment among young employees in urban employment contexts.

Keywords: Psychological Safety; Employee Engagement; Organizational Commitment; Generation Z Employees; Workplace Commitment

INTRODUCTION

The transformation of the workplace in the digital era has reshaped the expectations of the younger workforce, particularly Generation Z (Mawabagja et al., 2025). Generation Z currently represents the largest demographic group in Indonesia and constitutes a significant segment of the labor force. Their presence brings new opportunities for the industrial sector due to their distinctive characteristics compared with previous generations (Arum et al., 2023). Generation Z tends to prioritize workplace flexibility, a comfortable working environment, work–life balance, and the integration of digital technology in pursuing their professional careers (Jasmine & Utomo, 2024; BPS, 2020).

These characteristics have fostered high expectations toward the organizations in which they are employed. On the other hand, they also present considerable challenges for organizations in retaining Generation Z employees. High job mobility, a strong desire for personal and professional development, and a greater tendency to change jobs indicate that Generation Z is more selective in choosing and maintaining employment that aligns with their personal needs and values (De Lativa et al., 2025). Consequently, phenomena such as employee turnover, resignation, burnout, and quiet quitting have become increasingly prevalent among this generation (Zalyaputri, 2025).

Based on the research findings, the majority of respondents had previously changed jobs, accounting for 122 individuals (67.0%). The most frequently reported reason was an uncomfortable work environment, cited by 38 respondents (20.9%), followed by limited career development opportunities reported by 30 respondents (16.5%), inadequate salary

reported by 22 respondents (12.1%), and other reasons reported by 17 respondents (9.3%). These findings indicate that the work environment is a crucial factor influencing Generation Z employees' decisions to either remain with or leave an organization (Panggabean et al., 2024)

Organizational commitment is one of the key factors that determines organizational sustainability. Employees with a high level of organizational commitment tend to demonstrate greater loyalty, engagement, and a stronger intention to remain as members of the organization (Zulfri et al ., 2024). Conversely, low organizational commitment may increase the risk of employee turnover, reduce productivity, and hinder the achievement of organizational goals.

One factor that is considered to influence organizational commitment is psychological safety (Arifani & Kusmaryani., (2021). A work environment that fosters a sense of psychological safety enables employees to express ideas, share opinions, and interact without fear of negative consequences (Uguy et al., 2024) When individuals feel psychologically safe, they are more willing to participate in organizational activities and demonstrate higher levels of engagement in their work (Purba et al., 2026).

In addition to psychological safety, another important factor is employee engagement (Aji, & Wijaya., 2023). Employees who exhibit a high level of engagement with their work tend to demonstrate greater enthusiasm, dedication, and involvement in supporting organizational goals (Galu et al., 2025) . Conversely, low levels of work engagement may lead to reduced organizational commitment and an increased intention to leave the organization (Rosalina et al., 2026; Zhou et al., 2025).

The research findings indicate that the respondents' primary motivation for working was obtaining an adequate salary, reported by 82 respondents (45.1%), followed by a comfortable work environment, reported by 50 respondents (27.5%), and opportunities for career development, reported by 46 respondents (25.3%). These findings suggest that, in addition to financial considerations, the work environment and opportunities for personal development are important factors influencing the engagement and organizational commitment of Generation Z employees.

Conceptually, psychological safety is expected to enhance employee engagement, while higher levels of employee engagement are expected to strengthen organizational commitment. Therefore, employee engagement is hypothesized to serve as a mediating

variable that explains the relationship between psychological safety and organizational commitment.

The purpose of this study is to examine the mediating role of employee engagement in the relationship between psychological safety and organizational commitment among Generation Z employees in the Greater Jakarta Metropolitan Area. This study is expected to contribute to a better understanding of the factors that influence organizational commitment among Generation Z employees, while also providing practical insights for organizations in creating a psychologically safe, supportive, and comfortable work environment that can enhance employee engagement. H1: Psychological safety has a positive effect on employee engagement among Generation Z employees in the Greater Jakarta Metropolitan Area (Jabodetabek). H2: Employee engagement has a positive effect on organizational commitment among Generation Z employees in the Greater Jakarta Metropolitan Area (Jabodetabek). H3: Psychological safety has a positive effect on organizational commitment among Generation Z employees in the Greater Jakarta Metropolitan Area (Jabodetabek). H4: Employee engagement acts as a mediating variable in the relationship between psychological safety and organizational commitment among Generation Z employees in the Greater Jakarta Metropolitan Area (Jabodetabek).

METHODS

This study employed a quantitative approach using an explanatory research design with a cross-sectional research framework to examine the causal relationships among psychological safety, employee engagement, and organizational commitment among Generation Z employees in the Greater Jakarta Metropolitan Area (Jabodetabek) (Creswell & Creswell, 2018; Spector, 2019). The quantitative approach was selected because the study aimed to test the proposed hypotheses by analyzing the relationships among variables using numerical data processed through statistical techniques (Hair et al., 2019). The study involved 182 respondents, who were selected using a purposive sampling technique. The inclusion criteria required participants to be 17–29 years of age, actively employed in the Greater Jakarta Metropolitan Area (Jabodetabek), and to have a minimum employment tenure of three months (Etikan & Bala, 2017). The research instrument consisted of a structured questionnaire adapted from previously validated instruments measuring the constructs of psychological safety, employee engagement, and organizational commitment. The

questionnaire was distributed online via Google Forms as the primary data collection instrument (Evans & Mathur, 2018). The collected data were analyzed using IBM SPSS. The analytical procedures included descriptive statistical analysis, followed by classical assumption tests comprising the normality test, multicollinearity test, and heteroscedasticity test. Subsequently, multiple linear regression analysis was conducted to test the proposed hypotheses. A mediation analysis was performed to examine the mediating role of employee engagement in the relationship between psychological safety and organizational commitment. Additionally, an Independent Samples *t*-test was employed to identify differences based on gender, using a significance level of 5% ($\alpha = 0.05$) (Hayes, 2018).

RESULTS

The results section should be presented factually, systematically, and in a data-based manner. Authors should report the research findings from the main results to relevant supporting data in accordance with the research objectives, research questions, or hypotheses. This section should not include theoretical interpretation, comparison with previous studies, or in-depth discussion, as these elements should be presented in the Discussion section.

Table 1. Demographic Characteristics and Career History of the Respondents

Demography	Frequency	Percentage (%)
Have You Ever Changed Workplace/Institution?		
Yes	122	67.0%
No	60	33.0%
Reasons for Changing Workplace		
Inadequate Salary	22	12.1%
Lack of Career Advancement	30	16.5%
Uncomfortable Work Environment	38	20.9%
Lack of Work–Life Balance	13	7.1%
Other Reasons	17	9.3%
Never Changed Workplace	62	34.1%
Primary Work Motivation		
Inadequate Salary	82	45.1%
Lack of Career Advancement	46	25.3%
Uncomfortable Work Environment	50	27.5%
Other Reasons	4	2.2%

Demography	Frequency	Percentage (%)
Reasons for Remaining at the Current Institution		
Financial Needs/Salary	68	37.4%
Stable Employment and Career Development	33	18.1%
Comfortable Work Environment	71	39.0%
Other Reasons	10	5.5%

Based on table 1 demographic characteristics and career history of the respondents, the majority of respondents had changed jobs, accounting for 122 respondents (67.0%), whereas 60 respondents (33.0%) reported that they had never changed jobs. Among those who had changed jobs, the most frequently cited reason was an uncomfortable work environment, as reported by 38 respondents (20.9%). This was followed by limited career development opportunities, reported by 30 respondents (16.5%), inadequate salary, reported by 22 respondents (12.1%), and other reasons, reported by 17 respondents (9.3%). In contrast, work–life balance was the least frequently reported reason for changing jobs, mentioned by 13 respondents (7.1%). Meanwhile, 62 respondents (34.1%) stated that they had never changed jobs.

Regarding respondents' primary work motivation, 82 respondents (45.1%) indicated that receiving an appropriate salary was their main motivation for working, representing the largest proportion. This was followed by a comfortable work environment, which was identified by 50 respondents (27.5%) as their primary source of work motivation. Furthermore, 46 respondents (25.3%) reported that career development opportunities motivated them to remain with and continue working in their current organization. Only 4 respondents (2.2%) identified other motivations, such as a sense of responsibility, expanding professional networks, and achieving personal financial goals, including purchasing their desired items.

Table 2. Classical Assumption Tests

No.	Test	Indicator	Result	Criteria	Conclusion
1	Normality Test (Kolmogorov–Smirnov)	Asymp. Sig. (2-tailed)	0.051	Sig. > 0.05	Normally Distributed
2	Multicollinearity Test	Psychological Safety	0.642	Tolerance > 0.10	No multicollinearity detected
			1.558	VIF < 10	
		Employee Engagement	0.642	Tolerance > 0.10	No multicollinearity detected

No.	Test	Indicator	Result	Criteria	Conclusion
			1.558	VIF < 10	
		Organizational Safety	0.664	Tolerance > 0.10	No multicollinearity detected
			0.340	VIF < 10	
3	Heteroscedasticity Test (Spearman)	Psychological Safety	0.664	Sig. > 0.05	No heteroscedasticity detected
		Employee Engagement	0.340	Sig. > 0.05	No heteroscedasticity detected

Base on table 2 classical assumption tests, the results of the classical assumption tests indicate that the Asymp. Sig. (2-tailed) value was 0.051. This value is greater than the significance level of 0.05 (0.051 > 0.05); therefore, H_0 was accepted. These findings indicate that the data were normally distributed and satisfied the assumption of normality.

Based on the results of the multicollinearity test, the Psychological Safety variable had a tolerance value of 0.642 and a Variance Inflation Factor (VIF) of 1.558. Similarly, the Employee Engagement variable had a tolerance value of 0.642 and a VIF of 1.558. Since all tolerance values exceeded 0.10 and all VIF values were below 10, it can be concluded that the regression model was free from multicollinearity.

Furthermore, the results of the heteroscedasticity test showed that the Psychological Safety variable had a significance value of 0.664, while the Employee Engagement variable had a significance value of 0.340. Both significance values were greater than 0.05 (Sig. > 0.05). Therefore, it can be concluded that there was no evidence of heteroscedasticity in this study. These findings indicate that the residual variance remained constant across all levels of the independent variables, suggesting that the regression model satisfied the assumption of homoscedasticity and was therefore appropriate for subsequent analyses.

Table 3. Hypothesis Testing Results

Hypothesis	Beta	t-value	p-value (Sig.)	Conclusion
H1: Psychological Safety (PS) → Employee Engagement (EE)	0.598	10.023	0.000	H1 Supported
H2: Employee Engagement (EE) → Organizational Commitment (OC)	0.587	9.737	0.000	H2 Supported
H3: Psychological Safety (PS) → Organizational Commitment (OC)	0.542	8.647	0.000	H3 Supported

Base on table 3 hypothesis testing results, the results of the first hypothesis test (H1), Psychological Safety was found to have a significant effect on Employee Engagement. This finding was supported by a standardized beta coefficient of 0.598, a t-value of 10.023, and a

significance value of 0.000. Since the significance value was less than 0.05, H1 was accepted. In other words, the higher the level of psychological safety perceived by employees, the higher their level of employee engagement.

The results of the second hypothesis test (H2) indicated that Employee Engagement had a significant effect on Organizational Commitment. This finding was supported by a standardized beta coefficient of 0.587, a t-value of 9.737, and a significance value of 0.000. Since the significance value was lower than 0.05, H2 was accepted. Therefore, employee engagement had a positive and significant effect on organizational commitment, indicating that higher levels of employee engagement were associated with higher levels of organizational commitment toward the organization.

The results of the third hypothesis test (H3) showed that Psychological Safety had a significant effect on Organizational Commitment, with a standardized beta coefficient of 0.542, a t-value of 8.647, and a significance value of 0.000. Since the significance value was less than 0.05, H3 was accepted. Accordingly, it can be concluded that higher levels of psychological safety are associated with higher levels of organizational commitment among employees. These findings indicate that psychological safety has a direct and significant influence on organizational commitment.

Table 4. Mediation Analysis Results

Relationship	Beta Coefficient
Psychological Safety (PS) → Employee Engagement (EE)	0.309
Employee Engagement (EE) → Organizational Commitment (OC)	0.982
Psychological Safety (PS) → Organizational Commitment (OC) (Total Effect)	0.670
Psychological Safety (PS) → Organizational Commitment (OC) (Direct Effect)	0.366

Base on table 4 mediation analysis results, a mediation analysis was conducted to examine the role of Employee Engagement in mediating the effect of Psychological Safety on Organizational Commitment. Based on the regression analysis, prior to the inclusion of the mediating variable, Psychological Safety had a positive and significant effect on Organizational Commitment, with a standardized regression coefficient (β) of 0.670 and a significance value of 0.000 ($p < 0.05$).

After Employee Engagement was incorporated into the regression model, the effect of Psychological Safety on Organizational Commitment remained significant, with a standardized regression coefficient (β) of 0.366 and a significance value of 0.000 ($p < 0.05$). In addition, Employee Engagement demonstrated a positive and significant effect on

Organizational Commitment, with a standardized regression coefficient (β) of 0.982 and a significance value of 0.000 ($p < 0.05$).

These findings indicate that the direct effect of Psychological Safety on Organizational Commitment decreased from 0.670 to 0.366 after Employee Engagement was included as a mediating variable. However, the direct effect remained statistically significant. Therefore, it can be concluded that Employee Engagement serves as a partial mediator in the relationship between Psychological Safety and Organizational Commitment.

DISCUSSION

The findings of this study indicate that psychological safety has a positive and significant effect on employee engagement among Generation Z employees in the Greater Jakarta Metropolitan Area (Jabodetabek). This finding suggests that the higher the level of psychological safety perceived by employees, the greater their level of engagement in their work. A work environment that enables employees to express ideas, opinions, and even acknowledge mistakes without fear of negative consequences encourages greater enthusiasm, dedication, and involvement in accomplishing work-related tasks (Uguy et al., 2024). Such conditions are particularly important for Generation Z employees, who tend to value supportive, open, and collaborative work environments.

Furthermore, this study demonstrates that employee engagement has a positive and significant effect on organizational commitment. Employees who exhibit a high level of work engagement are more likely to demonstrate stronger loyalty toward their organization, express a greater intention to remain with the organization, and be willing to contribute their best efforts toward achieving organizational goals. These findings indicate that employee engagement is a critical factor in fostering organizational commitment, particularly among Generation Z employees, who are generally characterized by relatively high job mobility.

The results further reveal that psychological safety has a positive and significant influence on organizational commitment. This finding implies that a psychologically safe work environment enhances employees' loyalty and commitment to the organization. Employees who feel valued, trusted, and supported by their organization are more likely to develop stronger emotional attachments, thereby strengthening their commitment to remain members of the organization.

Moreover, the mediation analysis indicates that employee engagement serves as a partial mediator in the relationship between psychological safety and organizational commitment. This finding suggests that psychological safety enhances organizational commitment not only directly but also indirectly through increased employee engagement. Consequently, fostering psychological safety in the workplace strengthens employees' engagement with their work, which subsequently reinforces their commitment to the organization.

The findings of this study are consistent with those reported by Uguy et al. (2024), who argued that psychological safety creates a supportive work environment in which employees are more willing to innovate, actively participate, and demonstrate higher levels of work engagement. Both studies emphasize that psychological safety constitutes a fundamental foundation for promoting positive workplace behaviors within organizations.

The present findings also corroborate those of Purba and Desiana (2026), who found that psychological safety contributes to increased employee engagement and organizational commitment by fostering an inclusive work environment. This consistency indicates that psychological safety strengthens employees' emotional attachment to their organization and enhances their organizational commitment.

Furthermore, the results support the findings of Jasmine and Utomo (2024), who reported that employee engagement has a positive influence on organizational commitment among Generation Z employees working in Indonesia's creative industries. Both studies consistently demonstrate that higher levels of employee engagement are associated with stronger organizational commitment and a greater intention to remain with the organization.

The findings are also in line with those of Zhou et al. (2025), who identified work engagement as a key mechanism for promoting various positive employee outcomes, including organizational commitment. Their study highlighted employee engagement as one of the primary pathways through which a supportive work environment enhances employee loyalty and commitment to the organization.

In addition, the results are consistent with the study conducted by Galu et al. (2025), which identified employee engagement as a crucial determinant of organizational performance and success. Their findings suggest that highly engaged employees demonstrate greater dedication, enthusiasm, and organizational contribution, ultimately strengthening their organizational commitment.

From a theoretical perspective, this study reinforces organizational behavior theory by confirming that psychological safety serves as an important antecedent of both employee engagement and organizational commitment. Furthermore, the findings provide empirical evidence that employee engagement functions as a partial mediator in the relationship between psychological safety and organizational commitment. From a practical perspective, organizations should cultivate an open, respectful, and collaborative workplace culture that encourages two-way communication in order to enhance employees' psychological safety. Such efforts are expected to strengthen employee engagement and organizational commitment, particularly among Generation Z employees.

This study has several limitations. First, the research involved only Generation Z employees working in the Greater Jakarta Metropolitan Area (Jabodetabek), limiting the generalizability of the findings to other generational cohorts or geographical regions. Second, the study employed a cross-sectional design, which captures relationships among variables at a single point in time and therefore does not permit the examination of causal relationships over time. Finally, the study focused exclusively on psychological safety, employee engagement, and organizational commitment. Other variables, such as transformational leadership, perceived organizational support, organizational culture, work–life balance, and job satisfaction, may also influence organizational commitment but were not examined in the present study. Future research is therefore encouraged to incorporate these variables and adopt longitudinal research designs to provide a more comprehensive understanding of the factors influencing organizational commitment.

CONCLUSION

Based on the findings of this study involving Generation Z employees in the Greater Jakarta Metropolitan Area (Jabodetabek), Psychological Safety was found to have a positive and significant effect on both Employee Engagement and Organizational Commitment. Furthermore, Employee Engagement also demonstrated a positive and significant influence on Organizational Commitment. These findings indicate that higher levels of Psychological Safety and Employee Engagement perceived by employees in the workplace are associated with stronger Organizational Commitment. The mediation analysis further revealed that Employee Engagement serves as a partial mediator in the relationship between Psychological Safety and Organizational Commitment. This finding suggests that fostering a

psychologically safe work environment can strengthen employees' commitment to the organization both directly and indirectly by enhancing the engagement of Generation Z employees.

This study contributes to the organizational behavior literature by demonstrating the partial mediating role of employee engagement in the relationship between psychological safety and organizational commitment among Generation Z employees. By focusing on the Jabodetabek metropolitan area, the findings extend existing knowledge on Generation Z workforce management, emphasizing that psychologically safe workplaces enhance employee engagement and organizational commitment while providing theoretical and practical insights for improving employee retention and organizational sustainability.

Future research should include more diverse populations across regions, industries, and generations to improve the generalizability of the findings and explore generational differences in organizational commitment. Additionally, incorporating variables such as transformational leadership, perceived organizational support, organizational culture, work-life balance, job satisfaction, career development, and employee well-being, along with adopting longitudinal or mixed-method research designs, would provide a more comprehensive understanding of the factors and causal mechanisms that strengthen long-term organizational commitment.

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