

ABSTRACT

Generation Z is an age group that is now starting to dominate the world of work in Indonesia. Their characteristics—such as being highly adaptive to technology, valuing flexibility, and expecting transparency and inclusivity in the workplace—require a different managerial approach compared to previous generations. This study aims to examine the influence of Trust in Leaders on Job Satisfaction and Work Engagement, as well as the mediating role of Job Satisfaction in strengthening the relationship between leadership trust and work engagement among Generation Z employees. A quantitative research method was used with a Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach. The sample consisted of Generation Z individuals who have been formally employed for at least six months in modern service and industrial sectors. Data were collected through online questionnaires and analyzed using SmartPLS version 3.00. The results reveal that Trust in Leaders has a significant positive effect on both Job Satisfaction and Work Engagement. Furthermore, Job Satisfaction also significantly influences Work Engagement and mediates the relationship between trust in leadership and employee engagement. These findings suggest that leadership practices that foster trust, along with efforts to enhance job satisfaction, are key to sustaining high work engagement among Generation Z. The practical implication recommends organizations implement leadership strategies that are transparent, fair, and participatory to meet Generation Z's expectations in today's workplace.

Keyword: Trust in Leader, Job satisfaction, Work Engagement, Generation Z