



DOI: <https://doi.org/10.38035/gijea.v4i3>
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Psychosocial Factors and Organizational Commitment among Female Generation Z Employees in the Manufacturing Sector: The Mediating Role of Job Satisfaction

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Abstract: The manufacturing sector plays a strategic role in Indonesia's economy and serves as a major employer for Generation Z workers. However, female Generation Z employees in manufacturing often face high work pressure, physical demands, and psychological challenges that may reduce job satisfaction and organizational commitment. This study aims to examine the influence of mental toughness and person–organization fit on organizational commitment through job satisfaction. A quantitative approach was employed using survey data collected from 160 female Generation Z employees in manufacturing companies in Grobogan Regency. The data were analyzed using Partial Least Squares (PLS). The results indicate that mental toughness and person–organization fit have a positive and significant effect on job satisfaction. Job satisfaction also has a significant positive effect on organizational commitment and mediates the relationship between mental toughness, person–organization fit, and organizational commitment. Person–organization fit was found to be the strongest predictor of job satisfaction. These findings suggest that strengthening mental resilience and aligning individual and organizational values are essential to enhance job satisfaction and commitment. Therefore, organizations are encouraged to integrate mental toughness development and person organization fit strategies into human resource management practices to reduce turnover and support sustainable workforce retention.

Keyword: Mental Toughness, Person Organization Fit, Job Satisfaction, Organizational Commitment, Generation Z Employees.

INTRODUCTION

The manufacturing industry remains one of the principal drivers of economic growth, industrial competitiveness, and employment generation worldwide. As economies continue to undergo digital transformation and industrial modernization, manufacturing organizations increasingly rely on a younger workforce capable of adapting to technological innovation, automation, and data-driven production systems. In Indonesia, manufacturing contributes

substantially to national gross domestic product and employment, making workforce sustainability a strategic concern for both policymakers and organizational leaders. Although the sector has experienced steady expansion in recent years, maintaining a stable and committed workforce has become increasingly difficult because organizations are facing unprecedented demographic changes characterized by the rapid entry of Generation Z into the labor market.

Generation Z, generally defined as individuals born between the mid-1990s and early 2010s, represents the first generation to grow up entirely in the digital era. Their extensive exposure to digital technologies, social networking platforms, and rapid information exchange has shaped distinctive workplace expectations compared with previous generations. Rather than prioritizing long-term employment security alone, Generation Z employees tend to value meaningful work, psychological well-being, work-life balance, career development opportunities, organizational transparency, and value congruence between themselves and their employers. Consequently, organizations can no longer rely solely on traditional retention practices based on financial compensation or hierarchical promotion systems. Instead, they must create supportive psychosocial environments capable of satisfying the psychological and emotional needs of younger employees.

Generation Z, typically classified as individuals born from the late 1990s onward, is currently starting to dominate the workforce, including in the manufacturing sector. As digital natives, they are accustomed to technology from an early age, so they quickly adapt to production systems based on automation, digitalization, and the Internet of Things (IoT). However, their involvement in the manufacturing industry still faces a number of challenges, ranging from practical skills gaps, expectations for work flexibility, to the manufacturing image which is considered rigid and monotonous. Generation Z places a high value on self-development, balance between professional duties and personal life, along with meaning of the work undertaken, so manufacturing companies necessity to redesign HR policies to recruit and sustain employees. By creating a work environment that is safe, modern, and supports career growth and personal goals, the manufacturing sector can leverage the potential of Generation Z as a driving force for a more innovative and sustainable industrial transformation.

Generation Z is often associated with a relatively low level of long-term commitment to organizations. Findings by Wibowo et al. (2024) reveal that as many as 61% of Gen Z employees change jobs within a period of less than two years. Pre-survey results on Gen Z employees in the manufacturing sector of Tegowanu District also showed weak organizational commitment influenced by high work pressure and work environment mismatches. In line with that, the Mercer Marsh Benefits Report (2023) reported that 51% of Generation Z employees experience psychological health problems due to a lack of readiness in entering the workforce (Fauziah, 2023). Generation Z's organizational loyalty is likely to develop when workplace conditions meets their expectations, allows for comfort in adapting, aligns with personal goals, and is able to provide job satisfaction (Wibowo et al., 2024).

These changing workforce characteristics have become particularly challenging within labor-intensive manufacturing industries. Unlike service industries that generally provide greater flexibility, manufacturing organizations often operate under standardized production schedules, physically demanding tasks, repetitive workflows, and strict operational targets. Employees are therefore exposed to multiple job demands, including production pressure, time constraints, repetitive physical activities, and performance monitoring. Such conditions may create psychological strain, reduce work satisfaction, and ultimately weaken employees' commitment toward their organizations. These challenges are especially evident among younger workers who generally expect supportive organizational climates, flexible management practices, and meaningful interpersonal relationships in the workplace.

Organizational commitment in Generation Z employees has different characteristics compared to previous generations. Generation Z is known as a generation that is more dynamic and tends to have short-term loyalty to the organization, so their level of organizational commitment is relatively fluctuating. According to Meyer and Allen (1991), employee commitment is structured into emotional, cost-based, and moral components. In the context of Gen Z, the affective dimension is more dominant, meaning emotional attachment to the organization will only arise when they feel appreciated, comfortable, and see goal alignment with the company. Conversely, if the organization is unable to provide a work environment that matches Gen Z employee expectations, the level of organizational commitment tends to be low, which impacts high turnover. Employee commitment to the company is a key factor in determining whether the goals set by the business are successfully achieved.

The situation becomes even more complex for female Generation Z employees working on manufacturing production lines. In addition to fulfilling production targets, female employees frequently encounter multiple psychosocial demands associated with balancing occupational responsibilities, family expectations, emotional labor, workplace safety concerns, and gender-related organizational experiences. Previous organizational behavior research suggests that female employees often experience higher emotional exhaustion than their male counterparts because they simultaneously manage professional and personal responsibilities. Consequently, understanding the psychological mechanisms that strengthen organizational commitment among female Generation Z manufacturing employees has become increasingly important for sustainable human resource management.

One important factor for organizational commitment is mental toughness, which is viewed as a trait that influences the development of greater organizational commitment. According to Golshani et al. (2021), mental toughness is a trait of individual ability to control oneself and emotions in facing demands and challenges. For female employees on the production line, mental toughness plays a crucial role because they often face physical burdens, fast work rhythms, production target pressures, as well as physical and psychological fatigue. Good mental toughness will increase job satisfaction because individuals are able to manage work stress and assess work experiences positively.

In addition, the person-organization fit factor occurs when individual and organizational values align; this is referred to as individual-organization compatibility, where such compatibility arises when there are similarities between the two (Pratama, et al., 2021). Employees who have compatibility between individuals and organization serves a strategic function in shaping job satisfaction which in turn affects organizational commitment. For young female employees, the compatibility of organizational values and culture can influence perceptions of psychological safety, work environment comfort, and satisfaction with facilities and mental health policies in the workplace. When person-organization fit is high, employees tend to feel accepted and appreciated, thereby increasing job satisfaction. The job satisfaction variable becomes a strength for organizational commitment in female Gen Z employees through the need for flexibility, recognition, a sense of security, health protection, and psychosocial support so that stress regulation and work-life balance become better.

The growing concern regarding workforce retention among Generation Z employees can be explained through the Job Demands–Resources (JD–R) Theory. According to Bakker and Demerouti (2017), employee well-being and work attitudes emerge from the dynamic interaction between job demands and job resources. Job demands, including workload, psychological pressure, emotional demands, and physical effort, consume employees' psychological energy and increase the risk of stress and disengagement. Conversely, job resources such as organizational support, value congruence, autonomy, opportunities for development, and positive interpersonal relationships enhance motivation and foster positive

organizational outcomes. Within manufacturing environments, female Generation Z employees continuously encounter considerable job demands; therefore, the availability of sufficient psychological and organizational resources becomes essential for maintaining positive work attitudes, including job satisfaction and organizational commitment.

This study seeks to answer how mental toughness along with value compatibility influencing loyalty via work fulfillment in female Gen Z employees. This group already has significant health, psychological, and social challenges, so this research can provide a comprehensive empirical picture regarding the organizational dynamics experienced by young female employees, and organizations can create a healthier work environment capable of retaining the workforce.

Taken together, these theoretical perspectives suggest that organizational commitment among female Generation Z employees cannot be adequately explained by individual resilience or organizational factors in isolation. Instead, organizational commitment should be understood as the result of dynamic interactions between personal psychological resources, organizational value congruence, workplace experiences, and employees' psychological evaluations of their work environment. Integrating the Job Demands–Resources Theory, Psychological Capital Theory, Person–Environment Fit Theory, Attraction–Selection–Attrition Theory, and Social Exchange Theory provides a more comprehensive theoretical foundation for explaining how psychosocial factors contribute to employee retention within contemporary manufacturing organizations.

METHOD

Research Design

This study employed a quantitative research design using a cross-sectional survey to investigate the relationships among Mental Toughness, Person–Organization Fit, Job Satisfaction, and Organizational Commitment among female Generation Z employees working in the manufacturing sector. A quantitative approach was considered appropriate because the study aimed to examine causal relationships among multiple latent constructs simultaneously using Structural Equation Modeling (SEM). Data were collected between January and March 2025 through a structured self-administered questionnaire distributed electronically using Google Forms.

Considering the exploratory nature of the proposed model and the presence of multiple mediating relationships, Partial Least Squares Structural Equation Modeling (PLS-SEM) was selected as the analytical technique. PLS-SEM is appropriate for prediction-oriented studies involving complex structural models, latent constructs measured by multiple indicators, and relatively moderate sample sizes (Hair et al., 2022). Moreover, PLS-SEM does not require multivariate normality and is suitable for behavioral research involving psychological constructs.

Population and Sample

The target population consisted of female Generation Z employees working in medium- and large-scale manufacturing companies located in Grobogan Regency, Central Java, Indonesia. According to data obtained from the Department of Industry and Trade of Grobogan Regency, the region comprises 17 large manufacturing companies and 41 medium-sized manufacturing companies operating across various industrial subsectors.

A purposive sampling technique was employed because the study focused on respondents with specific demographic and occupational characteristics. Participants were required to meet all of the following inclusion criteria:

1. Female employees;
2. Belonging to Generation Z (18–27 years old);

3. Working in the production division;
4. Holding at least a senior high school or vocational high school qualification;
5. Having a minimum of two years of work experience.

Following the "ten-times rule" recommended for PLS-SEM and the recommendations of Hair et al. (2022), the minimum required sample size was determined based on ten times the largest number of structural paths directed toward a latent construct. A total of 160 valid questionnaires were obtained and included in the final analysis, satisfying the recommended sample size for PLS-SEM estimation.

Data Collection Procedure

Primary data were collected using a structured questionnaire distributed electronically through Google Forms. Before the main survey, the questionnaire underwent expert validation involving two academics specializing in Human Resource Management and one industry practitioner from the manufacturing sector to ensure content validity, wording clarity, and contextual relevance. Subsequently, a pilot study involving 30 respondents with characteristics similar to the target population was conducted to assess item clarity, questionnaire completion time, and preliminary reliability. Minor revisions were made to improve wording consistency before the final questionnaire was distributed. The online questionnaire remained open for approximately eight weeks. Participation was voluntary, and respondents were informed about the purpose of the study before completing the survey.

Measurement of Variables

All constructs were measured using previously validated scales adapted from established literature. Responses were recorded using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Organizational Commitment was measured using three dimensions proposed by Busro (2018), including affective commitment, continuance commitment, and normative commitment. Mental Toughness was measured using four dimensions adapted from Mojtahedi et al. (2023), namely self-control, commitment to goals, challenge orientation, and self-confidence. Person–Organization Fit was measured using four dimensions adapted from Kristof-Brown et al. (2005), including value congruence, goal congruence, needs–supplies fit, and personality–organizational culture fit. Job Satisfaction was measured using five dimensions proposed by Afandi (2018), namely satisfaction with work, pay, promotion opportunities, supervision, and co-workers.

Table 1. Variables and Indicators

No	Variables	Indicators	Source
1.	Organizational commitment is an emotional attachment and loyalty employees have towards the organization.	1. Affective commitment 2. Continuance commitment 3. Normative commitment	Busro, (2018)
2.	Mental toughness is an trait possessed by an individual where they are able to control themselves and emotions against pressure from work	1. Self-control 2. Commitment to goals 3. Ability to face challenges 4. Self-confidence	Mojtahedi et al. (2023)
3.	Person-organization fit is an suitability where individual values align with organizational values	1. Value fit 2. Goal fit 3. Employee needs fulfillment 4. Personality culture characteristic fit	Kristof-Brown, (2005)
4.	Job satisfaction is an positive emotional attitude possessed by an individual over the satisfaction obtained from their work or organization	1. Work 2. Pay 3. Promotion 4. Supervision 5. Co-workers	Afandi, (2018)

RESULT AND DISCUSSION

Respondent Characteristic

In the context of manufacturing companies, employee demographics reflect an employee structure that is dominant at the operational level, namely the productive age group with secondary education. Therefore, the explanation of respondent characteristics can identify findings that align with institutional standards work environment conditions.

Table 2. Respondent Demographics

Information	Totally	Precentage (%)
Sample Size	160	100%
Age		
< 18 Years	0	0%
18 – 27 Years	160	100%
> 27 Years	0	0%
Education Level		
High School	160	100%
D3	0	0%
S1	0	0%
S2	0	0%
Length of Work		
< 2 Years	0	0
> 2 Years	160	100%

Source: Processed Data, 2025

Based on Table 2, respondent demographics with a total of 160 respondents (100%). In terms of respondent age, the majority of participants are aged 18-27 years (100%), this young generation includes Generation Z. This group has characteristics of being adaptive to technology and having high expectations regarding flexibility and work environment. At the respondent education level, all last education was SMA/equivalent (100%) so the respondent analysis has knowledge at secondary education, while the length of work is more than 2 years (100%), meaning respondents have sufficient work experience and know the work environment and culture.

Instrument Validation

Based on quantitative testing processed using Smart PLS software, it can be seen from Table 3 that all indicator items show an outer loading value > 0.7 , so all indicators are valid and suitable for research. This study also showed an AVE value > 0.5 , thus meeting convergent validity. In the outer model test to test reliability using the composite reliability method, a value > 0.8 was obtained so it was declared reliable. Meanwhile, according to Henseler & Chin (2010), composite reliability is a better measurement than Cronbach's Alpha. Discriminant validity is also as presented in Table 3 demonstrating that every indicator reaches the highest loading value for its latent component, so this is an important indication to be declared valid.

Table 3. Results of Testing the Validity and Reliability of Research Instruments

Variable	Indokator	Outer Loading	AVE	Composite Realibility	Conslusion
Mental Toughness	MT.1	0,938	0,862	0,962	Valid
	MT.2	0,947			Valid
	MT.3	0,912			Valid
	MT.4	0,917			Valid
Person Organization	POF.1	0,773	0,667	0,889	Valid
	POF.2	0,864			Valid

Variable	Indikator	Outer Loading	AVE	Composite Realibility	Conslusion
Fit	POF.3	0,771	0,616	0,889	Valid
	POF.4	0,885			Valid
Job Satisfaction	JS.1	0,826			Valid
	JS.2	0,740			Valid
	JS.3	0,823			Valid
	JS.4	0,730			Valid
	JS.5	0,801			Valid
Organizational Commitment	OC.1	0,894	0,862	0,860	Valid
	OC.2	0,755			Valid
	OC.3	0,804			Valid

Source: Processed Data, 2025

Based on table 3 shows validity and reliability results: All variables (Mental Toughness, Person Organization Fit, Job Satisfaction, Organizational Commitment) have valid Outer Loadings, $AVE > 0.5$, and Composite Reliability > 0.7 .

Table 4. *Heterotrait-Monotrait Ratio (HTMT)*

	Job Satisfaction	Mental Toughness	Organizational Commitment	Person Organization Fit
Job Satisfaction				
Mental Toughness	0,418			
Organizational Commitment	0,788	0,422		
Person-Organization Fit	0,740	0,327	0,630	

Source: Processed Data, 2025

Based on table 4 explaining HTMT values which are entirely < 1 as shown by the data processing results, indicating that discriminant validity in the model has been achieved, so it can confirm construct validity in this study.

Table 5. *Coefficient of Determination*

	R-Square	R-Square Adjusted
Job Satisfacion	0,457	0,450
Organizational Commitment	0,432	0,421

Source: Processed Data, 2025

Based on table 5 states the research model is able to explain 45.7% of the variation in job satisfaction and 43.2% of the variation in organizational commitment. The Adjusted R-square value which is close to the R-square value indicates model stability, although there are still influences from other factors outside the variables studied. With these results, it indicates that the model has good explanatory power overall. Hair, et al (2020) stipulated that a value of 0.5 lies in the moderate category.

Table 6. *Effect Size*

	Job Satisfaction	Organizational Commitment
Job Satisfacion		0,214
Mental Toughness	0,073	0,026
Person Organization Fit	0,570	0,028

Source : Processed Data, 2025

Based on table 6 explains the effect size analysis showing that psychological mental toughness exerts an effect on satisfaction levels classified as weak ($F^2 = 0.073$), while employee organization alignment demonstrates a substantial influence ($F^2 = 0.570$). Meanwhile, job satisfaction exerts an intermediate influence on commitment ($F^2 = 0.214$).

These findings confirm that person organization fit is the strongest factor in increasing job satisfaction compared to other variables.

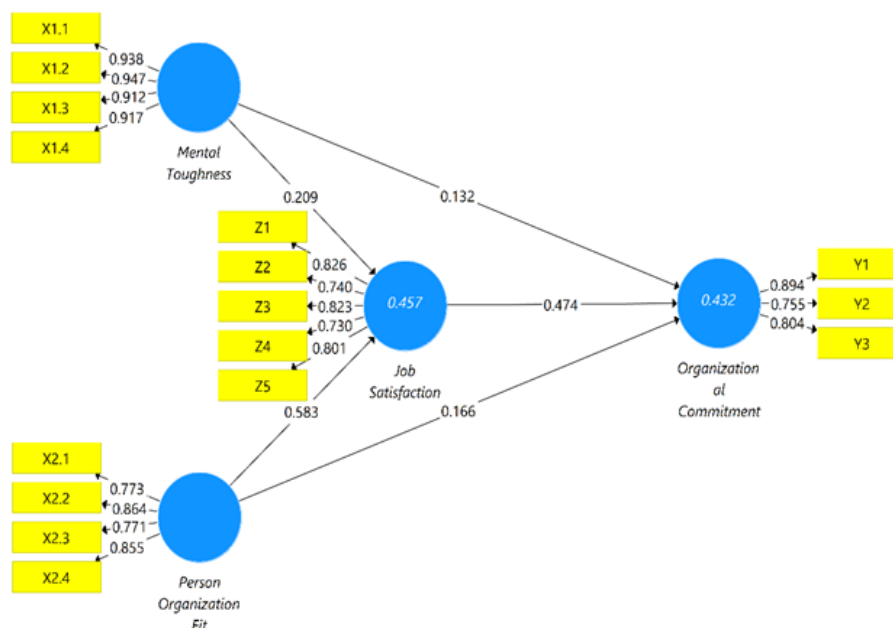


Figure 1. Analysis Results PLS

Table 7. Direct and Indirect Relationship Between Variable

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Value	P Values
Mental Toughness -> Job Satisfaction	0,209	0,207	0,079	2,653	0,004
Person-Organization Fit -> Job Satisfaction	0,583	0,585	0,069	8,505	0,000
Job Satisfaction -> Organizational Commitment	0,474	0,475	0,077	6,115	0,000
Mental Toughness -> Job Satisfaction -> Organizational Commitment	0,099	0,099	0,044	2,258	0,012
Person-Organization Fit -> Job Satisfaction -> Organizational Commitment	0,276	0,278	0,055	4,985	0,000

Source: Processed Data, 2025

In hypothesis testing seen from Table 6 based on path coefficients and p-values. Results are considered significant if p-value < 0.05 (Sugiyono, 2010).

Discussion

1. Influence of Mental Toughness on Job Satisfaction

Statistical findings in Table 7 indicate that mental toughness positively affects job satisfaction, supported by coefficient 0.209, t-statistic exceeding threshold, and low probability value (< 0.05). According to Agung et al., (2023), the level of organizational commitment affects employee performance, showing active involvement in achieving organizational goals. Pandya (2025) emphasizes that the three dimensions of commitment remain important pillars in measuring psychological attachment and employee loyalty in the modern work era. The research results prove that mental toughness has a positive effect on job satisfaction. Descriptive analysis shows that employees with high mental toughness tend

to see challenges as opportunities to develop, feel their work matches their abilities, and are able to control emotions and maintain a positive mindset. This condition fosters a sense of satisfaction with work. The results are consistent with Clough et al. (2002) and Asmorofitri et al. (2024) who state that mental toughness affects job satisfaction positively and significantly, where emotional stability when facing pressure becomes a major supporting factor for achieving job satisfaction.

Nevertheless, the effect size of Mental Toughness on Job Satisfaction ($f^2 = 0.073$) was considerably smaller than that of Person–Organization Fit. This indicates that although psychological resilience contributes to employees' workplace experiences, organizational factors play a more substantial role in shaping job satisfaction within this population. For Generation Z employees, internal resilience alone may not compensate for poor organizational environments if organizational values, leadership practices, and workplace culture do not align with their expectations. Theoretically, this finding supports the proposition of JD–R Theory that personal resources contribute positively to employee well-being but interact with organizational resources in determining work attitudes. It also suggests that psychological resilience should not be viewed as the sole determinant of job satisfaction among younger employees; instead, organizations must simultaneously provide supportive work environments that reinforce these personal psychological resources.

2. Influence of Person Organization Fit on Job Satisfaction

This study proves that organizational alignment demonstrates a positive and significant effect on job satisfaction, as shown in Table 7 that the coefficient value is 0.583, t-value 8.505, and p-value 0.000. The alignment of personal goals with the company's vision makes these female Generation Z employees feel their work matches the abilities and values held. Employees who fit in value and purpose with the organization are generally more at ease, self-assured, and derive pleasure from tasks, therefore the level of job satisfaction increases. These findings are in line with Sari & Helmy (2020) and Barotuttakiah & Helmy (2020) who state that person-organization fit suitability affects job satisfaction positively and significantly, where support for self-development is one of the main driving factors.

This finding can be primarily explained through Person–Environment Fit Theory, which argues that positive employee attitudes emerge when there is compatibility between individual characteristics and organizational environments. More specifically, Person–Organization Fit reflects the congruence between employees' personal values, beliefs, goals, and organizational culture. When employees perceive that the organization shares similar values and supports their personal aspirations, they are more likely to experience psychological comfort, organizational identification, and positive emotional responses toward their work. Such compatibility reduces psychological conflict, facilitates workplace adaptation, and ultimately enhances job satisfaction.

The findings are further supported by Attraction–Selection–Attrition (ASA) Theory, which proposes that organizations tend to attract, select, and retain individuals whose personal characteristics align with organizational values and culture. Employees who perceive stronger value congruence are more likely to integrate successfully into organizational life because they experience fewer interpersonal conflicts, greater acceptance by colleagues, and stronger identification with organizational goals. Conversely, poor alignment between personal and organizational values often leads to dissatisfaction, reduced organizational attachment, and a greater intention to leave the organization.

From the perspective of Social Exchange Theory, employees interpret organizational value alignment as a form of organizational support and respect for their personal identities. When organizations provide an environment that acknowledges employees' values, offers opportunities for self-development, and promotes fair interpersonal relationships, employees tend to reciprocate these positive experiences through favorable work attitudes, including

higher job satisfaction. Thus, value congruence functions not only as an organizational characteristic but also as a psychological resource that strengthens reciprocal relationships between employees and their organizations.

The dominance of Person–Organization Fit in this study is particularly meaningful when viewed in the context of Generation Z. Compared with previous generations, Generation Z employees place greater importance on organizational authenticity, inclusiveness, meaningful work, career development, and psychological well-being. Financial incentives alone are often insufficient to retain younger employees if organizational values conflict with their personal beliefs or career expectations. Consequently, female Generation Z employees are more likely to experience satisfaction when they perceive that the organization supports their personal growth, respects individual differences, and provides a work environment consistent with their values.

3. Influence of Job Satisfaction on Organizational Commitment

The research confirms a meaningful positive relationship between satisfaction and commitment as evidenced by coefficient values in Table 7 test result is 0.474, t-value 6.115, and p-value 0.000. This research analysis shows that when work matches capabilities, employees feel comfort and meaningfulness, so they are reluctant to leave the organization for fear of losing important values, whether in the form of material, work comfort, or self-development opportunities. These results are in line with Putri & Parmin (2022) and Asmorofitri et al. (2024) who confirm that job satisfaction contributes significantly to shaping organizational commitment. Assignment according to competence is proven to increase self-confidence, emotional bonds, and employee loyalty, there by encouraging them to give maximum contribution to the company.

This relationship can be explained through Social Exchange Theory, which posits that employees respond to favorable organizational treatment by reciprocating with positive attitudes and behaviors. When organizations provide working conditions that fulfill employees' expectations, recognize their contributions, and support their personal and professional development, employees perceive these practices as valuable organizational investments. In return, they develop stronger organizational commitment as a form of reciprocal exchange. Therefore, job satisfaction serves as an important psychological mechanism through which employees translate positive workplace experiences into long-term organizational attachment.

The findings are also consistent with the Job Demands–Resources (JD–R) Theory, which argues that adequate job resources enhance employees' motivation and well-being, ultimately fostering positive organizational outcomes. In the context of manufacturing organizations, employees are routinely exposed to demanding production schedules, repetitive tasks, and performance pressures. However, when these job demands are balanced by organizational resources such as supportive supervision, fair compensation, opportunities for promotion, and positive interpersonal relationships, employees experience greater job satisfaction. This positive evaluation of their work environment subsequently strengthens their commitment to the organization.

The relationship between job satisfaction and organizational commitment is particularly relevant for Generation Z employees, who generally prioritize meaningful work, career development, psychological well-being, and work-life balance over long-term job security alone. Unlike previous generations, Generation Z employees tend to evaluate their relationship with an organization based on the quality of their daily work experiences rather than merely contractual obligations. Consequently, satisfaction with the work environment becomes an important determinant of whether younger employees choose to remain with an organization or seek alternative employment opportunities.

4. Influence of Mental Toughness on Organizational Commitment Through Job Satisfaction

The research results prove that job satisfaction mediates the influence of mental toughness on organizational commitment as shown in Table 7 that the estimated coefficient reaches 0.099 with a corresponding t-statistic 2.258, and p-value 0.012. This research analysis shows that staff with strong psychological mental toughness are likely to experience satisfied because their work matches their abilities, and that satisfaction encourages the emergence of commitment to the organization that provides opportunities to develop. The results are supported by Asmorofitri et al. (2024); Lee & Kim (2023) who confirm that work fulfillment amplifies the beneficial effect of mental toughness on commitment organizational. However, questionnaire results indicate that without rewards or satisfaction such as adequate salary or wages, the desire to stay in the company may decrease, even though employees have good mental toughness.

The findings are also consistent with Psychological Capital Theory, which emphasizes that positive psychological resources improve employees' attitudes and behaviors by increasing resilience, confidence, optimism, and perseverance. Mental toughness represents an important psychological capability that enables employees to remain motivated despite workplace adversity. However, the present study demonstrates that these personal resources are insufficient to generate organizational commitment unless they are accompanied by positive evaluations of the work environment. In other words, psychological resilience creates the potential for commitment, but job satisfaction activates this potential by transforming positive psychological capacity into favorable organizational attitudes.

From the perspective of Social Exchange Theory, employees reciprocate positive workplace experiences with stronger commitment to the organization. Even highly resilient employees are unlikely to develop long-term organizational attachment if their work does not provide meaningful experiences, recognition, supportive supervision, or opportunities for personal development. Conversely, when mentally resilient employees perceive that their efforts are appreciated and that the organization supports their professional growth, they respond by developing stronger emotional attachment and loyalty toward the organization. Therefore, job satisfaction serves as the psychological bridge linking individual resilience with organizational commitment through reciprocal exchange processes.

5. Influence of Person-Organization Fit on Organizational Commitment Through Job Satisfaction as a Mediating Variable

This study proves that job satisfaction acts as a mediator person-organization fit and organizational commitment, as indicated by coefficients in Table 7 is 0.276, t-value 4.985, and p-value 0.000. Descriptive analysis shows that the alignment of personal goals with the organization creates job satisfaction because the work is felt to match abilities. This satisfaction then strengthens employee commitment, mainly due to the perception that leaving the organization means losing important values such as career development support. These findings are in line with Sari & Helmy (2020); Putri & Parmin (2022) who state that job satisfaction strengthens the positive effect of value congruence on employee dedication. However, Saragih, et al., (2023) show that person-organization fit together with organizational commitment improves performance through organizational citizenship behavior (OCB). Wilasari & Liana (2025) emphasize that person-organization fit and work motivation jointly improve work outcomes mediated by satisfaction as an intermediary factor. Thus, individual and organizational alignment not only supports employee adaptation and satisfaction but also increases effectiveness, innovation, and organizational commitment.

This mediation relationship is primarily explained by Person-Environment Fit Theory, which posits that employees experience positive work attitudes when there is compatibility between their personal characteristics and the organizational environment. Employees who

perceive congruence between their own values, career aspirations, and organizational culture experience greater psychological comfort, reduced value conflict, and stronger organizational identification. These positive evaluations increase job satisfaction, which subsequently reinforces employees' willingness to remain with the organization and contribute to its long-term success. Therefore, job satisfaction serves as the emotional and cognitive pathway linking value congruence with organizational commitment.

The findings are further supported by Attraction–Selection–Attrition (ASA) Theory, which suggests that organizations naturally attract, select, and retain individuals whose values are compatible with organizational culture. Employees who perceive high levels of Person–Organization Fit are more likely to integrate successfully into the organization because they experience greater acceptance, smoother interpersonal relationships, and stronger identification with organizational goals. These positive workplace experiences increase job satisfaction, which subsequently strengthens organizational commitment. Conversely, employees who experience poor value congruence are more likely to become dissatisfied and eventually disengage from the organization.

From the perspective of Social Exchange Theory, value congruence reflects a reciprocal relationship between employees and the organization. When organizations create environments that respect employees' values, provide opportunities for professional development, encourage participation, and promote fair treatment, employees perceive these practices as organizational support. They reciprocate these positive experiences by developing greater job satisfaction and stronger organizational commitment. Consequently, job satisfaction represents the psychological response through which employees transform favorable organizational experiences into long-term loyalty and dedication.

CONCLUSION

This research examines how mental toughness and person-organization fit affect commitment via job satisfaction among female Generation Z employees in the manufacturing sector of Grobogan Regency. This study shows that value congruence exerts a meaningful and favorable impact on job satisfaction, suggesting that greater levels of compatibility of values, goals, and culture between employees and the organization, the greater the satisfaction they feel in carrying out their duties. These findings underscore the importance of the role of value alignment in improving the quality of female employees' work experience, and show that alignment between individuals and organizations constitutes a relevant determinant in human resource management, especially in the context of educational organizations. Overall, the research model shows that psychological factors (mental toughness), organizational suitability factors (person-organization fit), and affective factors (job satisfaction) are important determinants for the formation of organizational commitment in female Gen Z employees in the manufacturing industry.

From a conceptual perspective, this research enriches scholarship on alignment and satisfaction, especially within context of educational organizations. These findings support theories of individual–environment congruence and attraction–selection–retention (Schneider, 1987), and the concept of value congruence (Cable & Judge, 1997) which emphasizes the importance of individual and organizational value compatibility in shaping positive work attitudes. Thus, the results of this study strengthen the understanding that organizational compatibility alongside mental toughness are psychological factors that have an important role in the conceptual structure of job satisfaction. Practical implications suggest that organizations need to integrate aspects of mental toughness and person–organization fit in every HR management process. At the recruitment stage, selection that considers value compatibility can increase the chances of getting employees who are more aligned with the organizational culture. At the development stage, orientation training and value

internalization are very important to strengthen employees' sense of identification with the organization. In addition, alignment between individual and organizational values can help increase work engagement, reduce burnout, and minimize potential turnover.

A constraint of this research lies in the fact that number of respondents is relatively limited so that the generalization of results still needs to be done in more detail. The use of a quantitative research design limits researchers in capturing the dynamics of changes in value suitability and job satisfaction in the long term, so subsequently using mixed methods can also be an alternative to explore qualitative findings that enrich the interpretation of quantitative data. Future research can also add other variables, such as organizational support, leadership style, or employee engagement, so that understanding of the factors influencing job satisfaction and organizational commitment can be obtained more comprehensively.

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