Psychological Well-Being among Generation Z employees: A Literature Review

Nidya Dudija, Muhammad Dzaky Apriliansyah

School of Economic and Business, Telkom University

Abstract:
Currently, human resource management not only plays a role in recruiting and developing employees but also needs to pay attention to the condition of these employees. Mental health is one of the issues that HRM needs to pay attention to. Employees who have mental health problems can affect a company's performance. Generation Z will be one of the generations that dominates the workforce in the next few years, this generation is also more sensitive to their mental health conditions. Psychological well-being is one of the benchmarks in dealing with the mental problems of employees in an organization/company. Employees who have good psychological well-being values will be stronger about their mental health problems. Therefore, companies need to pay more attention to the mental health conditions of their employees through psychological well-being by providing various kinds of forums for employees to deal with their mental problems.

1. Introduction

Generation Z, with its innovative spirit and high digital connectivity, has brought major changes to the world of work. However, behind this enthusiasm, new challenges emerge in maintaining the mental well-being of these young employees. Although several studies have highlighted the importance of psychological well-being in the workplace, there is still little research that specifically examines this phenomenon in Generation Z. This research aims to identify factors that influence the psychological well-being of Generation Z employees. With the increasingly complex challenges faced by Generation Z in the workplace, HR's role in creating a work environment that supports mental health is becoming increasingly urgent. The main goal of HRM is to ensure that the organization has the right people and the right skills to achieve its goals [1]. HRM (Human Resource Management) currently has a crucial role in maintaining and improving employee mental health [2]. This function covers a wide range of aspects, from creating a positive work environment, providing resources to support mental health, to implementing policies that protect employee well-being [3]. Good mental health is the foundation for productivity, creativity and job satisfaction [4]. Therefore, HRM has a new task that needs to be taken into account to involve itself in prevention, early detection and intervention efforts related to mental health issues. By integrating attention to mental health into all aspects of human resource management, companies can create a supportive work culture, improve performance and retain top talent.

Employees have a very important role for a company, they are responsible for the tasks assigned by management and work together to achieve organizational/company goals [5]. therefore employees are vulnerable to mental health problems, including conditions such as stress, anxiety and depression. If emotional worry persists or increases, it can impact employees' psychological well-being, causing their performance to decline. according to this, it shows that by 2030 Indonesia will benefit from the demographic side, where in that year the number of productive ages will be greater than the number of unproductive ages [6]. And according to the *millennial* generation [7], in 2025 it will dominate the workforce as a whole, this generation will reach 35% of the workforce in that year. In other research, it is stated that the *millennial generation* and generation Z will reach 75% of the total workforce in 2025 [8]. Generation Z, born between 1997 and 2012, is more susceptible to mental health problems than previous generations due to several

factors [9]. High exposure to social media can lead to social comparison, cyberbullying, and sleep disorders, while pressure to succeed from oneself and the environment increases stress and anxiety [9]. Additionally, rapid social and political changes add to emotional stress. Interestingly, Generation Z is more open to talking about mental health and seeking help than previous generations, often using social media as a source of emotional support.

Generation Z, who were born in a digital era full of uncertainty, have unique characteristics that shape their own expectations and challenges in the world of work. Having grown up with such rapid technology, they are accustomed to fast and easy access to information, and have strong values regarding social and environmental issues. This makes them look for work that is meaningful and in line with personal values. However, behind these high expectations, this generation also faces significant pressures, such as demands to always be connected, appear perfect on social media, and uncertainty about the future.

These pressures, coupled with high expectations in the workplace, can have an impact on their *psychological well-being* and become a challenge for organizations to create a work environment that supports the mental well-being of generation Z employees. The mental health of generation Z workers is based on reports from mental health foundation in 2021, it is found that 1 in 6 generation z workers experience depression, 2 in 5 experience anxiety and 72% experience work stress. Then in 2022 Deloitte released a report from a survey they conducted and it was found that 49% of Generation Z workers felt anxious about the future of their work, 70% felt emotionally exhausted, and 42% were considering leaving their job for mental health reasons. In 2023, based on a report released by Indeed, 56% of Generation z workers said their mental health had worsened since the COVID-19 pandemic, 72% said mental health was important to their happiness at work, and 61% would leave their jobs for companies that prioritize mental health. In Indonesia itself, the 2021 National Population Survey noted that 9.3% of adults experienced depression and 19.5% experienced anxiety, with figures likely to be higher in Generation Z. The 2023 Populix survey reported that 62% of Generation Z workers in Indonesia experienced stress. work, 54% feel emotionally exhausted, and 43% have thought about leaving their job for mental health reasons. This data shows that the mental health of Generation z workers is worse than that of previous generations. In Indonesia itself, the prevalence of depression and anxiety among Generation Z workers is higher than the national average. The main stress factors for Generation z workers in the world and Indonesia are workload, economic uncertainty, poor work-life balance, social media pressure, and lack of social support.

The main concept of psychological well-being comes from perfective life-span development, which focuses on differences in challenges faced [10]. Employee mental health is not just a personal matter, it also has a significant impact on a company's performance and success. Employees who experience mental problems such as depression, anxiety, and stress tend to have low productivity, are absent more frequently, and have more turnover. This can result in decreased profitability, increased healthcare costs, and a negative company image. Psychological well-being in a company is very important because it has a direct impact on employee productivity, engagement and satisfaction. Employees with good psychological well-being tend to be better able to cope with stress and challenges, which increases their resilience and ability to solve problems. Additionally, they are more engaged and productive at work, which contributes to better business results. Good psychological well-being also encourages creativity and innovation, as employees who feel emotionally supported are more likely to think outside the box and come up with new ideas. Therefore, companies that prioritize psychological well-being not only help individuals to develop, but also create a more positive and productive work environment overall.

Psychological well-being among Generation Z employees is a major concern in the workplace. Based on a survey conducted by shortlister only 15% of Generation z aged 18-26 years have "very good" mental well-being, which is a sharp contrast compared to previous generations of the same age. Factors such as intense workload, economic uncertainty, poor work-life balance, social media pressure, and lack of social support contribute to higher rates of anxiety and depression among them. Another survey showed that more than half of these young professionals needed emotional or mental health help in the past year. Psychological well-being in companies is very important because it has a direct impact on employee productivity and satisfaction [11]. Employees with good mental wellbeing are better able to deal with stress and challenges, which increases their ability to overcome problems and resilience.

2. Literature Review
2.1 Psychological Well-Being
Psychological well-being can be defined as a condition where a person feels satisfied with their life, has positive feelings towards themselves and others, and is able to function optimally in various aspects of life. This includes feelings of happiness, satisfaction, meaning, and connection with others. Psychological well-being is not just about the absence of mental problems, but rather about positive experiences and the ability to overcome life's challenges.

Psychological Well-being is defined as the core of an individual's mental health and as hendonic and eudaimonic happiness and resilience (healthy coping, emotions, *problem solving*) [12] . According to Richard Burns, psychological well- being includes the level of positive functioning both interindividually (between individuals) and intraindividually (within individuals). This includes one's relationships with others as well as attitudes toward oneself, including a sense of mastery and personal growth [13]. *Psychological Well-being* (PWB) can be defined as an optimal individual function, which produces positive emotions [14].

Psychological well-being in the work context in generation Z can be defined as a state where individuals feel satisfied with their work, have positive relationships with colleagues and superiors, and are able to balance work demands with personal life. Apart from that, they also feel that their work is meaningful and makes a positive contribution to themselves and society.

2.2 Psychological Well Being Dimension by Tang
According to Yi-Yuan Tang, the dimensions of *Psychological Well-being are divided into three, namely:*
1. Hendonic Happiness

Hendonic happiness This refers to happiness that comes from immediate pleasure and satisfaction [12]. Such as feeling happy when enjoying your favorite food or feeling satisfied after achieving a certain goal. Hedonic happiness is often related to positive experiences and the avoidance of negative experiences. Generation Z, who grew up in a digital era with easy access to various forms of entertainment, tends to pursue hedonic happiness through consumption, new experiences and instant gratification. Social media, for example, often presents an idealized, pleasure-filled image of life, which can encourage individuals to continue seeking similar experiences. However, despite its importance, hedonic happiness alone is not sufficient to achieve sustainable psychological well-being.
2. Eudaimonic Happiness

In contrast to hedonic happiness, eudaimonic happiness focuses more on achieving meaning and purpose in life [12]. It involves self-development, achieving full potential, and living a meaningful life. Such as the feeling of satisfaction

when helping others or achieving important long-term goals. Generation Z, who often search for a deeper meaning in life, really resonates with this concept. They tend to be more interested in jobs that allow them to grow, learn, and make a difference in the world. By pursuing eudaimonic happiness, Generation Z can find deeper and more sustainable satisfaction in their lives, and build stronger relationships with others and the environment around them.
3. Resilience

Resilience is an individual's ability to face and overcome stress, challenges and difficulties in life [12]. This includes the ability to manage emotions healthily, solve problems effectively, and bounce back from difficult situations. Resilience is an important component of psychological well-being because it helps individuals stay strong and positive despite facing obstacles. Generation Z, who grew up in a digital era that is fast-paced and full of uncertainty, really needs *resilience* to overcome academic, social and work pressures. The ability to adapt to changes in technology and the dynamic job market, as well as face challenges such as economic uncertainty and pandemics, greatly depends on their level of *resilience.*.

2.3 Psychological Well Being Dimension by Burns
Meanwhile, according to Richard Burns *Psychological Well-being* is divided into six dimensions, namely:
1. Autonomy
   Refers to an individual's belief in their own opinion, even if it is contrary to general agreement.
2. Environmental Mastery (Enciromental Mastery)
   This dimension refers to individuals' feelings that they control the surrounding situation.
3. Personal Growth (Personal Growth)

Personal growth refers to how important new, challenging experiences are to a person and how a person thinks about themselves and the environment.
4. Positive Relationships with Others (Positive Relations With Others)
This relationship refers to how others would describe the individual as someone who is giving, willing to share their time with them.
5. Purpose in Life (Purpose in Life)
This dimension refers to a person's feeling that they have a purpose and direction in life.
6. Self-acceptance (Self-acceptance)
This dimension refers to feelings of satisfaction with how an individual's life has gone.

2.4 Psychological Well Being Dimension by Ryff
And finally, according to the PWB dimensions [14], basically these dimensions are not much different from the previous dimensions, but the emphasis or interpretation of the two dimensions from the two theories is slightly different, here are the PWB dimensions according to Ryff:
1. Self-acceptance (Self-acceptance)
In the dimension of self-acceptance, according to Ryff, self-acceptance is an attitude towards oneself; recognition and acceptance of aspects within oneself, such as good and bad qualities; good prejudice about the past.
2. Positive Relations with Others (Posivite Relations with Others)
According to Ryff this dimension refers to warm, satisfying and trusting relationships with other people; concern for the welfare of others; a strong sense of empathy, compassion and closeness; understanding of giving and receiving.
3. Autonomy
This dimension refers to independence; the ability to withstand pressure to think and act in a certain way, regulate behavior and evaluate oneself based on certain standards.
4. Environmental Mastery (Enviromental Mastery)
This refers to a sense of mastery and competence in the environment; the ability to control various external activities and exploit opportunities; the capacity to select or create contexts that suit needs and values.
5. Personal Growth (Personal Growth)
This dimension explains the feeling of having a feeling of continuous development; seeing oneself grow and develop; open to new experiences; have the awareness to realize their potential; see improvements in self and behavior over time; change in ways that better reflect self-knowledge and effectiveness
6. Purpose in Life (Purpose in Life)
This dimension describes having a purpose in life and a sense of direction; feel there is meaning in present and past life; holding beliefs that give life purpose; have a purpose and aim in life

2.5 Impact of Psychological Well-Being
Psychological well-being influences several factors, including health, family and social relationships, social roles and activities [15].

2.5.1 Health
Good physical health can help reduce stress, which can affect psychological well-being [16]. Excessive stress can contribute to depression, anxiety, and eating disorders, which can negatively affect physical health. According to [17]employees with chronic illnesses, they are more at risk of experiencing depression and anxiety compared to healthy employees. One of the problems that often occurs among generation Z employees is lack of sleep. lack of sleep can negatively impact mood, energy, and cognitive performance [18]. Psychological health and well-being are closely related and mutually reinforcing.

Psychological *well-being* has a significant influence on physical and mental health, especially for generation Z. The low level of *psychological well-being* in the younger generation is often associated with the fast-paced modern lifestyle, social

media pressure and the uncertainty of the times. front. This condition can trigger chronic stress which weakens the immune system, increasing the risk of physical diseases such as heart disease and diabetes, as well as mental disorders such as depression and anxiety. On the other hand, Generation Z with high *psychological well-being* tends to be healthier, more productive and have better social relationships. They

are better able to face life's challenges, have a positive outlook, and are more adaptable to change.

2.5.2 Family and Social Relations
Harmonious and supportive relationships between family members can improve individual psychological well-being. Harmonious relationships can help improve self-confidence, social skills and mental health [19]. On the other hand, family conflict and stress can have a negative impact on the mental and emotional health of Generation Z employees. This can trigger anxiety, depression and various other problems [20]. Additionally, building strong connections with others brings many benefits to the mental and emotional health of Generation Z employees. The social support gained from these relationships helps them deal with stress, improve self-esteem, and build emotional resilience [21]. Positive social relationships have also been proven to increase the happiness and life satisfaction of Generation Z employees [22].

Psychological well -*being* not only affects an individual's physical and mental health, but also the quality of their social relationships. Generation Z, who often feel stressed by the demands of work and modern life, can have difficulty building and maintaining healthy relationships. Low *psychological well-being* can trigger social isolation, poor communication, and conflict within families and friendships. On the other hand, individuals with high *psychological well-being tend to be more empathetic, better able to listen, and more open in expressing their feelings.* This allows them to build stronger and more fulfilling relationships with the people around them.

2.2.3 Social Roles and Activities
Role relationships and social activities have an influence on the psychological well-being of Generation Z employees, just like individuals in general. Generation Z, as a generation born in the digital era and connected to the internet, has unique characteristics and needs in terms of social roles and activities [23]. Positive roles at work and meaningful social activities can provide a sense of identity, purpose and belonging for Generation Z employees [24].

Psychological well -*being* not only affects personal life, but also individual social roles and activities. Generation Z employees with high *psychological well-being* tend to be more active in the community, more willing to take responsibility, and better able to balance work demands with personal life. They are more confident, more optimistic, and better able to build positive relationships with others. On the other hand, low *psychological well-being* can make individuals feel isolated, less motivated, and less involved in social activities. This can hinder their personal and professional growth, and reduce their contribution to society.

3. The Different Psychological Well-Being Theory Ryff And Burns
Carol Ryff defines PWB as a multidimensional concept consisting of six dimensions: self-acceptance, positive relationships with others, autonomy, environmental mastery, purpose in life. life), and personal growth. Ryff emphasizes the importance of balance between these dimensions to achieve optimal psychological well-being. Richard Burns, on the other hand, associates PWB with positive functioning both interindividually and intraindividually, which includes relationships with others and attitudes towards oneself. Burns also emphasized the importance of personal growth and self-mastery in the context of psychological well-being. Burns' approach places more emphasis on social and personal aspects that influence a person's well-being. Overall, although these two theories have different focuses, they both agree that psychological well-being involves various, interrelated aspects of life.

4. Psychological Well-Being Scale
Carol D. Ryff developed a psychological well-being scale consisting of 42 statement items to measure six dimensions of psychological well-being. Many researchers have used the psychological well-being scale and there is a short version of this measurement which only has 18 statement items. The 18 statement items were simplified by Ryff in his research in 2007. This measurement uses a 7-point measurement (1=strongly agree; 7=strongly disagree), but several studies have developed 21 statement items so that a higher score reflects greater well-being. better. After that they calculated the subscale scores separately by adding up all the items in each subscale. The 42 item statement is statistically stronger than the 18 or 21 item statement versions, but requires a longer filling time.

Table 1: 18-Item Indicator

Dimensions	Indicators	Definitions
Autonomy	Don't depend on other people.	This indicator shows a person's ability to make decisions and act independently, without relying too much on the approval or opinions of others.
	trust in opinions.	This indicator shows a person's confidence in his own judgments and opinions.
	judge yourself based on what is important.	This indicator shows that a person has clear standards and values in their life, and they use these standards to assess themselves.
TheEnvironmental	ty to manage daily demands and responsibilities.	This indicator shows a person's ability to organize and control various demands and responsibilities in daily life.
	Ability to select or create an environment that suits personal needs.	This indicator shows a person's ability to choose or create a physical and social environment that supports their well-being.
	Ability to take advantage of opportunities that exist in the environment.	This indicator shows a person's ability to recognize and take advantage of opportunities that exist in the surrounding environment.
e Personal Growth	ife has been a continuous process of learning, change, and growth	This indicator shows a person's view that life is a journey that continuously involves learning, change and growth.
	gain new, challenging experiences	This indicator shows a person's desire to get out of their comfort zone and seek new, challenging experiences.
	out continuing to develop your potential	This indicator shows a person's belief that they have potential that has not been fully explored and they are committed to continuing to develop this potential.
The Positive Relations with Others	Trust others.	This indicator shows the extent to which a person is trusted by other people in their social relationships.
	would describe me as a giving person	This indicator shows a person's tendency to give to others without expecting anything in return.

	any warm and trusting relationships	This indicator shows the quality of a person's social relationships.
Purpose in Life	Have a life goal.	This indicator shows the existence of a clear direction and purpose in a person's life.
	Belief as a goal in life	This indicator shows that religious or spiritual beliefs are the foundation and goal of a person's life.
	Life in the past changes personality	This indicator shows that life experiences in the past have shaped a person into who they are now and given meaning to their life.
The Self-Acceptance	Like your own personality	This indicator shows a person's level of satisfaction with himself.
	what happened in the past	This indicator shows the extent to which a person feels at peace with his past experiences.
	with the achievements obtained	This indicator shows the extent to which a person appreciates the achievements they have achieved.

5. Conclusion

By providing the right support and resources, companies can help improve the mental health of their employees, which can ultimately increase company profitability and success. On the other hand, mentally healthy employees are proven to be more productive, creative and innovative. They are also more loyal to the company and are able to provide the best service to customers. Therefore, companies need to prioritize employee mental health by creating a supportive work environment, providing access to mental health services, and building a healthy work culture. By investing in employee mental health, companies can create a conducive work environment, increase productivity and achieve long-term success. It is important for companies to improve psychological well-being in the workplace to improve the mental health of their employees. This can be done in a variety of ways, such as providing psychological support to employees, creating a positive and supportive work environment, and encouraging balance between work and personal life. Overall. The mental health of Generation Z workers is an important issue that companies around the world need to prioritize.

The mental health of employees, especially Generation Z, is an important concern for companies. This generation, known for its digital connectedness and high expectations for work-life balance, exhibits higher levels of depression, anxiety and stress than previous generations. Therefore, Human Resource Management (HRM) has a crucial role in creating a healthy work environment and supporting the mental health of Generation Z. This can be done by building a supportive work culture, providing access to mental health services, and developing fair and transparent policies . Companies that prioritize the mental health of Generation Z employees will reap benefits such as increased productivity, talent retention and a positive company image. Thus, building a healthy and sustainable work future is the key to company success in the modern era.

Good psychological well-being can help HRM deal with mental health problems in various ways. Employees with good psychological well-being are better able to face stress and challenges in a healthy way, increasing their ability to overcome problems. Additionally, more resilient employees recover more easily from setbacks and obstacles at work, increasing their resilience. Employees who feel satisfied and prosperous at work are also more engaged and productive, which in turn increases work engagement. Lastly, mentally healthy employees are more creative and innovative in their work, which can bring great benefits to the organization as a whole.

References

1. S. Wira Gunawan, RR. Erlina, and A. Ahadiat, "The Effect Of Maslow's Motivation Theory And Work Discipline On The Performance Of Asn In The Regional Governments Of Coastal Barat Regency," *International Journal of Science, Technology & Management*, vol. 3, no. 3, pp. 763–773, May 2022, doi: 10.46729/ijstm.v3i3.520.

2. R. Hakiki, H. Pandiangan, and DZ Hamidi, "Employee Well-being in the Spotlight: The Role of HR in Mental Health Support," *Journal of Economic, Business and Accounting (COSTING)*, vol. 7, no. 4, pp. 7592–7597, May 2024, doi: 10.31539/costing.v7i4.10090.

3. Q. Abdillah and R. Cahyono, "Systematic Review: Social Support That Can Reduce Employee Burnout," *Journal of Psychology: Scientific Journal of the Faculty of Psychology, Yudharta University, Pasuruan*, vol. 9, no. 1, pp. 98–107, March. 2022, doi: 10.35891/jip.v9i1.2729.

4. F. Ompusunggu, T. Theresia, MMY Arkianti, GAM Manihuruk, LB Togatorop, and VHP Rahawarin, "HEALTHY WORKERS WORK PRODUCTIVITY INCREASES: MENTAL HEALTH EDUCATION

5. IN THE WORK ENVIRONMENT," *Proceedings of the National Conference on Community Service and Corporate Social Responsibility (PKM-CSR)*, vol. 6, pp. 1–8, Nov. 2023, doi: 10.37695/pkmcsr.v6i0.1950.

6. Frendy Wibowo and Chandra Wisnu Utomo, "The Role of Human Capital in Companies," *Journal of Economics, Management and Business*, vol. 1, no. 1, pp. 15–21, Jul. 2023, doi: 10.30787/jiembi.v1i1.1176.

7. JV Confido, "Ambidextrous Leadership," Bandung, Oct. 2023.

8. RK Kumar, "Millennial Workforce: Personality Traits and Motivating Factors," *IIBM'S Journal of Management*, pp. 100–111, Dec. 2019, doi: 10.33771/iibm.v4i1-2.148.

9. Jayathilake HD and Annuar N, "Exploring HRM Practices to Retain Generation-Z in Information Technology Sector: A Systematic Literature Review," *International Journal of Business and Technopreneurship*, vol. 10, no. 1, pp. 79–100, Feb. 2020.

10. B. Kelana, A. Riskinanto, and M. Nasyiah, "Generation Z's Confidence in Receiving Mental Health Information Systems in Indonesia," *SISKOM-KB Journal (Computer Systems and Artificial Intelligence)*, vol. 6, no. 2, pp. 154–159, March. 2023, doi: 10.47970/siskom-kb.v6i2.372.

11. CD Ryff, "Happiness is everything, or is it? Explorations on the meaning of psychological well-being.," *J Pers Soc Psychol*, vol. 57, no. 6, pp. 1069–1081, Dec. 1989, doi: 10.1037/0022-3514.57.6.1069.

12. AM Lasamahu and A. Huwae, "Perceived Organizational Support with Psychological Well-Being in Company Employees," *Bulletin of Counseling and Psychotherapy*, vol. 4, no. 3, Nov. 2022, doi: 10.51214/bocp.v4i3.386.

13. Y.-Y. Tang, R. Tang, and J. J. Gross, "Promoting Psychological Well-Being Through an Evidence-Based Mindfulness Training Program," *Front Hum Neurosci*, vol. 13, Jul. 2019, doi: 10.3389/fnhum.2019.00237.

14. R. Burns, "Psychosocial Well-being," in *Encyclopedia of Geropsychology*, Singapore: Springer Singapore, 2016, pp. 1–8. doi: 10.1007/978-981-287-080-3_251-1.

15. C. D. Ryff, "Psychological Well-Being in Adult Life," *Curr Dir Psychol Sci*, vol. 4, no. 4, pp. 99–104, 1995.

16. H. Kusz and A. Ahmad, "Preserving Engagement, Nurturing Resilience," *Clin Geriatr Med*, vol. 36, no. 4, pp. 601–612, Nov. 2020, doi: 10.1016/j.cger.2020.06.004.

17. Jonathan Pirdaus *et al.*, "Psychological Aspects in Adolescents Regarding Mental Illness in the Current Millennial Generation Which Affect Their Mental Health," *Proceedings of the Conference on Da'wah and Communication Studies*, vol. 2, no. 1, pp. 78–86, Dec. 2023, doi: 10.61994/cdcs.v2i1.100.

18. MS Huuskonen, K. Koskinen, A. Tossavainen, A. Karjalainen, J. -P. Rinne, and J. Rantanen, "Commentary. Finnish Institute of Occupational Health Asbestos Program 1987–1992," *Am J Ind Med*, vol. 28, no. 1, pp. 123–142, Jul. 1995, doi: 10.1002/ajim.4700280111.

19. J. Dzierzewski, L. Hendren, and G. Langer, "0293 Sleep Health in America: Update from the National

Sleep Foundation's 2022 Sleep Health Index®," *Sleep* , vol. 46, no. Supplement_1, pp. A129–A130, May 2023, doi: 10.1093/sleep/zsad077.0293.

20. D. Alawiyah, CA Alwi, Lilis, and Selvi, "The Influence of Social Support on Psychological Well-Being in Final Semester Students," *Mimbar Journal: Muslim Intellectual Media and Spiritual Guidance* , vol. 8, no. 2, pp. 30–44, Sept. 2022, doi: 10.47435/mimbar.v8i2.1190.

21. JD McLeod and RC Kessler, "Family conflict and depression among adolescents and young adults.," *J Abnorm Psychol* , vol. 118, no. 3, pp. 461–473, 2009.

22. CE Lakey and AL Caraveo, "Social support and psychological distress among young adults: A meta-analysis.," *J Adolesc* , vol. 31, no. 6, pp. 1151–1169, 2008.

23. E. Diener and M.E.P. Seligman, "What is happiness?," *American Psychologist* , vol. 57, no. 1, pp. 22–32, 2002.

24. N. Wahyuni, DS Canta, A. Hermawansyah, E. Setyaningsih, and H. Hasrullah, "Socialization of the Project for Strengthening the Profile of Pancasila Students (P5) towards Generation Z in the Digital Era," *Jompa Abdi: Journal of Community Service* , vol. 2, no. 4, pp. 76–80, Dec. 2023, doi: 10.57218/jompaabdi.v2i4.926.

25. Deloitte, "Millennials at Work: Reshaping the workplace."