Research.

The Effect of Work Environment and Quality of Work Life on The Work Productivity of Generation Z with Mental Health as a Mediating Variable

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Abstract: This research looks at the influence of Work Environment, and Quality of Work Life on the Work Productivity of Generation Z, with Mental Health as a mediating variable. The purpose of this study is to understand how the work environment and quality of work life affect work productivity in Generation Z, as well as the extent to which mental health plays a role as a mediating variable in the relationship.The population for this study consisted of Generation Z individuals who had worked in any field throughout Indonesia. Utilizing Structural Equation Modeling (SEM) is used as a method to analyze data. The research examines the significant relationship between work environment, quality of work life, work productivity, and mental health by creating a new model to illustrate the connections between these variables. The result show that improving the work environment and quality of work life can increase the productivity of Generation Z, especially if their mental health is well maintained.This study contributes to a deeper understanding of the factors that affect work productivity in the context of the work environment, and the quality of work life, as well as providing recommendations for workers to pay more attention to mental health.

Keywords: Gen Z, Work Environment, Quality of Work Life, Work Productivity, Mental Health

INTRODUCTION

Background

Productivity is an important aspect in achieving organizational goals in this rapidly evolving digital era. Generation Z, which is a digital-native generation and is currently starting to dominate the workforce, According to BPS data and population estimates, in 2023, the number of Indonesia's population is estimated to reach around 275 million people. Generation Z is estimated to make up about 20% to 25% of the total population, which means the number could range from 55 million to 70 million people. From the statement brings new hope and challenges for companies in creating a work environment that supports their productivity (Twenge, 2020). However, the unique characteristics of Generation Z, such as connectivity to technology, tendency to seek meaning in work, and sensitivity to mental health, require a different approach than previous generations (Dudija & Apriliansyah, 2024). Therefore, a positive work environment and a high quality of work life are considered as two important factors that can increase the productivity of this generation.

Several studies have shown that a supportive work environment can increase job satisfaction, which ultimately affects employee productivity (Rafiq et al., 2022). In addition, a good quality of work life, which includes aspects of balancing personal life and

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work as well as support for self-development, is also stated to be an important factor in creating more productive and competitive employees (Nisa Salsabila et al., 2024). Research from (AL-Abrrow et al., 2021) shows that employees who have a high quality of work life have better work engagement, which leads to increased productivity and job satisfaction.

However, in the midst of increasingly complex work pressures, mental health is an important variable that needs to be considered in relation to productivity, especially for the younger generation who are more prone to stress and burnout. For example, recent research shows that good mental health can mediate the influence of work environment factors on productivity. Other researchers also mentioned that employees' mental health conditions have a significant mediating role, which can strengthen or even hinder the relationship between work-life quality and productivity. In Indonesia, data shows that 78% of Generation Z feel easily stressed at work, and 65% of them experience work-related anxiety. Based on data from the 2023 Indonesian Health Survey (SKI), the majority of those who experience depression are from this age group. However, even though many are aware of their mental state, only about 10.4% seek professional help. This reflects the importance of mental health factors in building a productive and healthy generation of workers.

The work environment encompasses both the physical and emotional elements of the workplace that influence employee engagement, productivity, and job satisfaction. It includes the overall atmosphere and social dynamics present at work. The physical aspects involve factors such as temperature, desk arrangement, air quality, lighting, and noise levels. On the other hand, the non-physical aspects focus on fostering positive and supportive relationships between employees and their supervisors.(Jessica et al., 2023). The work environment plays an important role in increasing work productivity. This is because the work environment is one of the factors that motivates individuals to do their jobs well. A good work environment can be characterized by adequate lighting, good air circulation, minimal noise, positive employee relations, and the availability of supporting facilities. Employee equipment directly impacts work morale and increases productivity optimally. Furthermore, according to Indahyati & Yanita, (2020), the work environment functions as a space for employees, where the company creates conditions that foster and support cooperation between superiors, subordinates, and colleagues in the organization. It is essential to create a family atmosphere that facilitates good communication, self-control, and compliance with company policies (Fau & Buululo, 2023).

Work productivity reflects the human desire to continuously improve the quality of life in all fields. Productivity is essential for a company's long-term competitiveness. Every company has employees who are in charge of carrying out business activities. The role of the work environment can significantly affect the quality of an individual's work life.

Work-life quality includes a relationship between reactions to work, especially regarding mental health and job satisfaction. It can also be understood as a management perspective on workers, people, and organizations, where individuals are not only seen as part of interconnected mechanical systems such as gears or shafts, but as individuals who control machines, plan, design, and support production systems and processes. The goal is that the results of work have significant value or meaning for others outside the production system itself. The quality of work life is an important element in creating a comfortable working environment for employees. With a good quality of work life, employees feel more satisfied because their values, needs, and desires can be met by the company. This, in turn, can increase work motivation, allow them to take on greater responsibility, contribute to psychological and personal well-being, and increase work productivity (Irham Habibi Fanindra & Yudi Tri Harsono, 2023).

Mental health is an important aspect of human life, including in the workplace. Good mental health is very important for employees to work productively and make maximum contributions to the company (Saptono et al., 2020) Employees tend to feel satisfied with their jobs when their mental state remains stable and positive. Generation

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Z, which currently dominates the workforce in Indonesia, has a relatively high vulnerability to mental health problems. According to research by the American Psychological Association (APA), stress levels in Generation Z are higher compared to other generations, with only 45% of them reporting good or excellent mental health. If a person is unable to manage this, more serious mental health problems can arise, such as stress, depression, and other mental disorders, which ultimately negatively impact their satisfaction and productivity.

The role of the work environment can determine the quality of an individual's work life. The quality of work life itself refers to the quality experienced in daily life, including social, emotional, and physical aspects. Naturally, the quality of life varies from person to person, which may be due to the fact that everyone has their own way of making the most of their time.

However, the relationship between the work environment, the quality of work life, and work productivity is not easy. An individual's mental health, which includes physical, psychological, social, and environmental aspects, can serve as a mediating variable that clarifies the complexity of these relationships. Good mental health can increase the positive effects of a supportive work environment, and a healthy quality of work life on work productivity.

This study aims to analyze the influence of the work environment, and the quality of work life on the work productivity of Generation Z, with mental health as a mediating variable. By understanding this relationship, it is hoped that this research can contribute to developing effective strategies to improve the work environment, quality of work life, mental health, and work productivity for Generation Z.

LITERATURE REVIEW

Work Environment

The work environment can refer to the tools or equipment used, the environment in which a person works, as well as certain parameters and methods of individual and group work. The physical work environment, which includes offices, equipment and facilities suitable for the task, and the non-physical work environment, which promotes a positive working relationship between employees and their subordinates, are two sets of workplace indicator dimensions.

The work environment is characterized by both physical and emotional factors, which can significantly influence employee commitment, productivity, enthusiasm, and overall satisfaction (Winarni et al., 2023). The work environment encompasses everything around employees that can affect their ability to perform their duties. The environment in which a company operates has a significant impact on its success. In other words, the work environment can be defined as everything that is physically related to an organization, whether it is a company or an office. The work environment includes the set of tools and materials encountered, the physical space where people work, as well as the working methods for individuals and groups, and the work organization (Pratama & Sari, 2020).

Therefore, from the above definition, the work environment includes everything related to employees that can affect their job satisfaction while performing their tasks to achieve optimal work performance. In the employee's work environment, there must be a comfortable place for them to perform their activities effectively. (Irfan & Mahargiono, 2023) The work environment includes both physical and non-physical elements that exist within an organization and can positively impact employee performance. This environment plays a crucial role in shaping how well employees perform their tasks. Therefore, organizations need to focus on these environmental factors to ensure that employees can work in an optimal, comfortable, and safe setting, which in turn helps to sustain their motivation and productivity, ultimately contributing to the organization's goals. (Junaidi, 2021).

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Quality of Work Life

The quality of work life (QWL) is a guiding principle that management uses to oversee the organization as a whole, with a particular focus on human resources. This philosophy embodies how management views individuals, workers, and the organization itself. Central to this approach are management's considerations regarding how work affects employees, the overall effectiveness of the organization, and the vital role that employees have in making decisions about their jobs, careers, earnings, and future.(Tete et al., 2023)

From the definition provided, the quality of work life (QWL) could be seen as how employees perceive their work environment within the organization. In this regard, organizations aim to align employees, technology, tasks, and their surroundings by fostering a comfortable and supportive atmosphere that encourages creativity and innovation. This approach helps to achieve a balance between personal and professional aspects of their lives. (Jaya et al., 2023)

Work Productivity

Work productivity is about how well employees can finish their tasks while meeting set quality standards in a shorter amount of time. This highlights that productivity encompasses different facets of an individual, including their attitudes, mindsets, ethics, and skills. Recognizing this can serve as an inspiration to strive for personal growth each day. Productivity is a measure of how efficiently resources are used, reflecting the relationship between output and input. Inputs usually include labor, while outputs are assessed in terms of physical units, forms, and values. The level of work productivity greatly relies on having the right facilities and infrastructure in place to achieve the best possible outcomes. Ideally, this setup enables individuals to reach their full potential and deliver outstanding results. Productivity is an important factor for a company's sustainability, as it is the key to improving performance every day, and only the workforce can increase productivity. From the above understanding, we can conclude that productivity includes many aspects of the individual, such as attitudes, mindsets, ethics, and skills. This can be a motivation to keep improving yourself for better performance every day (Leitão et al., 2021)

To boost employee productivity within a company, it's essential to consider the various factors that influence their performance. Numerous elements can impact productivity, including aspects related to the workforce itself, as well as the broader company environment and government policies. Among these, the work environment plays a crucial role in enhancing employee productivity. A positive work environment directly affects how employees carry out their tasks, ultimately leading to increased productivity for the company as a whole. (Pramono, 2020)

Mental Health

Mental health is a state in which a person is free from mental and emotional disorders and is able to function normally in daily activities, adapt to daily life, and face problems that arise. When there is a threat and one is unable to overcome it, it can lead to mental disorders. According to Bastaman, mental health can be assessed based on the absence of mental disorders and illnesses, adaptability in interpersonal relationships, the development of potential that benefits oneself and the environment, and faith in God (Septiana, 2021)

According to the World Health Organization, mental health is a state of well-being that enables individuals to cope with life's challenges, recognize their abilities, learn effectively, perform well at work, and contribute positively to their communities. Mental health issues encompass a range of conditions that affect this state of well-being, disrupting our mood, behavior, thoughts, or interactions with others. These issues can vary in severity, from mild to moderate to severe, depending on how significantly they

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impact a person's daily functioning. Mental health is closely connected to overall well-being, reflecting a holistic sense of health in both social and personal aspects of life. When evaluating well-being through the lens of mental health, it often leads to scientific and medical approaches aimed at promoting a fulfilling life. (Wren-Lewis & Alexandrova, 2021)
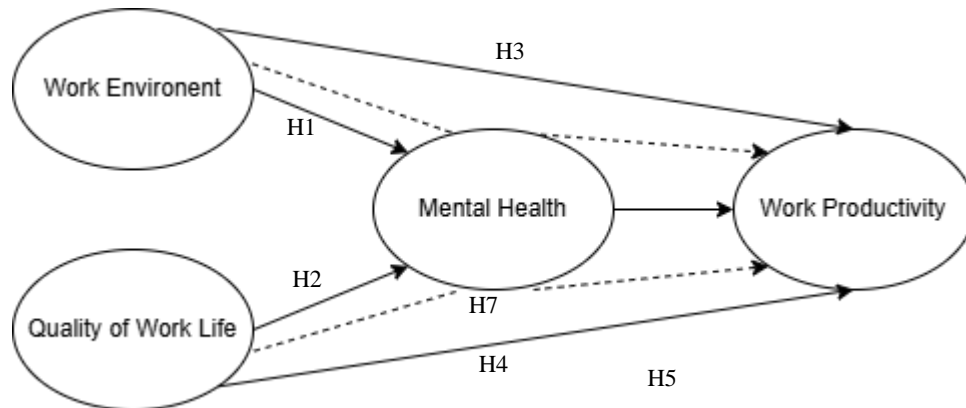
Conceptual framework

Figure 1. Conceptual Framework

Research Hypothesis

The following hypothesis derives from the conceptual framework above:

H1: The work environment has a positive effect and significant on mental health

H2: Quality of work life has a positive effect and significant on mental health

H3: The work environment has a positive effect and significant on work productivity

H4: Quality of work life has a positive effect on and significant work productivity

H5: Mental health has a positive effect and significant on work productivity

H6: Mental health mediates the relationship between the work environment and work productivity

H7: Mental health mediates the relationship between quality of work life and work productivity.

RESEARCH METHODS

This study employs a quantitative approach, gathering primary data that aligns with the research criteria. Data collection is conducted through the distribution of questionnaires via Google Forms. The participants in this research are Generation Z individuals who have experience working in various fields across Indonesia.The total population is not known for sure, so the sample size was calculated using the Lemeshow formula $\left(n = \frac{Z^2.P.(1-P)}{d^2}\right)$, so requiring minimum 100 respondents were needed for this study (Slamet & Aglis, 2020) The criteria for respondents are as follows: 1) Respondents are active worker, 2) Respondents are between 17 and 27 years old, 3) Respondents have worked in any field.

To do Structural Equation Modelling (SEM) on the data, we used SmartPLS 4. Validity tests were integral to the assessment of the measurement tools, aimed at establishing the reliability and validity of the research instruments. Two models were used for data evaluation: the measurement model and the structural model(Ghozali, 2021).

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The link between indicators and their latent variables is evaluated using the measurement model (Outer Model). The emphasis is on Convergent Validity, which should be more than 0.7 but may still be 0.6(Hair et al., 2021). We also checked for Composite Reliability (more than0.7), Discriminant Validity (more than0.5), and Average Variance Extracted (more than 0.5). In order to find out whether the study instruments were really valid, it is necessary to evaluate the Outer Model's validity tests(Dewi, 2018).

RESULTS AND DISCUSSION

Respondent Characteristics

The analysis of the respondent profiles in this survey is based on the following demographics:

Table 1. Profile Characteristics

Category	Item	Frequency	Percentage
Gender	Male	152	73%
	Female	56	27%
Age	17-20 Years	24	12%
	20-23 Years	117	56%
	23-27 Years	67	32%
Last Education	Junior High School	1	1%
	Senior High School	70	33%
	Diploma	15	7%
	Bachelor's Degree	122	59%
Region	Western Indonesia	130	63%
	Central Indonesia	50	24%
	Eastern Indonesia	28	13%
Length of Employment	<1 Years	69	33%
	1 - 3 Years	80	38%
	3 - 5 Years	20	10%
	> 5 Years	39	19%

*) data source: Google Form

According to the table above, the data presents the demographic characteristics of the respondents. During the data collection process, various demographic traits were analyzed to outline the profiles of the participants in this survey. A total of 229 respondents were initially gathered, but only 208 were included in the analysis. The respondents who were not included were considered outliers because they had unique data and their values were significantly different from those of the others (Ghozali, 2021).

Most of the respondents (73%) are men, while women make up the remaining 27%. The largest age group among the respondents is those between 20 and 23 years old (56%), followed by those aged 23 to 27 (32%), and the smallest group consists of individuals aged 17 to 20 (12%). In terms of education, a significant portion of the respondents have completed a bachelor's degree (59%), while 33% have finished senior high school, 7% hold a diploma, and only 1% have completed junior high school. Geographically, most respondents are from Western Indonesia (63%), followed by those from Central Indonesia (24%) and Eastern Indonesia (13%). When it comes to work experience, the largest segment has 1 to 3 years of experience (38%), followed by those with less than 1 year (33%), more than 5 years (19%), and 3 to 5 years (10%).This profile provides a clear view of the demographic characteristics and work experience of the respondents in this study.

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Validity and Reliability Tests

Table 2. Outer Loading Test Findings

Variable	Item	Indicator	Validity Test	
			LF	Desicion
Work Environment (WE)	WE 1	I feel that the lighting in the workplace is bright enough to support productivity.	0,948	Valid
	WE 5	I feel that ventilation in the workplace helps maintain good air circulation.	0,942	Valid
	WE 9	I feel that the facilities at the workplace are complete enough to meet my work needs.	0,949	Valid
	WE 11	I feel comfortable working together and communicating with colleagues in completing tasks.	0,955	Valid
	WE 14	I feel that there are clear safety procedures in place in the workplace.	0,949	Valid
Quality of Work Life (QWL)	QWL 2	I feel I have the opportunity to convey my opinions and input to the management.	0,959	Valid
	QWL 6	I feel that management values and trusts their ability to complete tasks.	0,948	Valid
	QWL 7	I feel appreciated for my contribution and performance at work.	0,946	Valid
	QWL 11	I feel that my work makes a positive contribution to the company and society.	0,955	Valid
Mental Health (MH)	MH 2	I feel like I can manage their emotions well in stressful situations at work.	0,948	Valid
	MH 5	I am confident in my ability to solve the problems I face.	0,955	Valid
	MH 8	I feel that the social support from the people around me contributes positively to my mental health.	0,954	Valid
	MH 10	I feel that my physical condition, such as health and fitness, has a positive effect on my mental health.	0,955	Valid
Work Productivity (WP)	WP 2	I feel that I can meet the work output target expected by the management.	0,965	Valid
	WP 4	I feel that the work I produce meets the quality standards expected by management.	0,960	Valid
	WP 8	I feel that I can manage my time well to meet all work deadlines.	0,958	Valid

*) data source : Smart PLS 4

In the presentation of Table 2, the indicators of work environment, work quality, mental health, and work productivity have an external burden above 0.7, while an external burden value of 0.6 is still acceptable (Hair et al., 2021). Because the outer loading value meets the criteria, it confirms the validity of this statement item. Further evaluations involved Cronbach's Alpha (CA) and Composite Reliability (CR), both of which must be greater than 0.70, as well as the Average Variance Extracted (AVE), which must be

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greater than 0.50 to meet the criteria (Hair et al., 2021). The CA and CR test results for work environment, quality of work life, mental health, and work productivity showed a value greater than 0.70, while the AVE test results also showed a value greater than 0.50. Therefore, the instrument can be considered reliable.
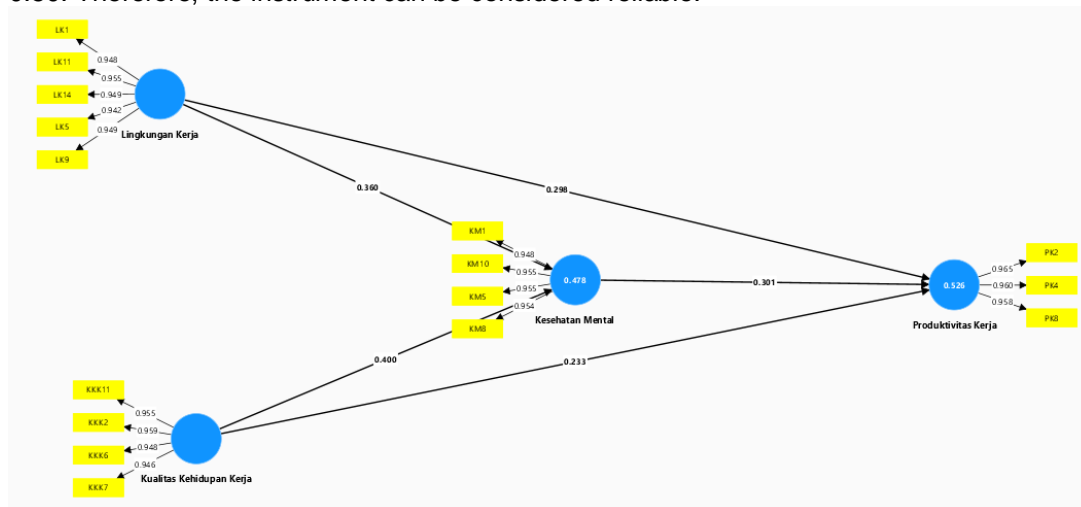

Figure 2. Outer loading output

Table 3. Reliability and Validity Test

Variable	Cronbach's alpha	Composite reliability	AVE	Result
Quality of Work Life	0,988	0,989	0,885	Reliable
Mental Health	0,988	0,989	0,886	Reliable
Work Environment	0,990	0,991	0,876	Reliable
Work Productivity	0,984	0,986	0,886	Reliable

*) data source : Smart PLS 4

The reliability test results indicated that all variables in this study met the necessary reliability criteria, as evidenced by their Cronbach alpha values, Composite Reliability, and AVE. Specifically, the Cronbach alpha for all variables exceeded 0.7, the Composite Reliability was above 0.8, and the AVE values were greater than 0.5. This demonstrates that all variables in the study possess a high degree of internal consistency, confirming their reliability.

The discriminant validity findings are shown in Table 4, where the constructions with greater association values than the other constructs are highlighted. The model's excellent discriminant validity is shown by this(J. F. Hair et al., 2021).

Table 4. Discrimination Validity Analysis (Fornell-Larcker)

	Mental Health	Quality of Work Life	Work Environment	Work Productivity
Mental Health	0,953			
Quality of Work Life	0,636	0,952		
Work Environment	0,622	0,655	0,948	
Work Productivity	0,635	0,620	0,638	0,961

*) data source : Smart PLS 4

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According to the findings presented in the table above, we can see in the diagonal values are consistently higher than the correlation values between other constructions. This shows that the table meets the Fornell-Larcker criteria. In other words, the tables show good discriminatory validity, which means that the constructions in the tables are quite different from each other and do not overlap.

Inner Model Test

Table 5.
R-Square

	R-square	R-square adjusted
Mental Health	0,478	0,473
Work Productivity	0,526	0,519

*) data source : Smart PLS 4

From the table above, it is clear that Work Productivity has an R-square value of 0.526 and an adjusted R-square value of 0.519. This indicates that the independent variable explains 52.6% of the variance in the dependent variable. On the other hand, Mental Health has an R-squared value of 0.478 and an adjusted R-squared value of 0.473, suggesting that the independent variable accounts for 47.8% of the variance in the dependent variable.

Furthermore, when evaluating R-squared (R^2), higher R^2 values indicate a better model fit in explaining dependent variables. The general thresholds for R^2 are 0.75 (strong), 0.50 (moderate), and 0.25 (weak) (Hair et al., 2021). In general, the R-square value suggests that the independent variable offers a moderately good explanation for the variance in the dependent variable. This could imply that there are additional factors influencing the dependent variable as well.

Hypothesis Test Results

Table 6. Findings of Direct Effect Test

Hypothesis	Original Sample	T Statistics	P value	Result
H1 : Work Environment > Mental Health	0,360	3,545	0,000	Accepted
H2 : Quality of Work Life > Mental Health	0,400	4,060	0,000	Accepted
H3 : Work Environment > Work Productivity	0,298	3,891	0,000	Accepted
H4 : Quality of Work Life > Work Productivity	0,233	2,950	0,003	Accepted
H5 : Mental Health > Work Productivity	0,301	3,908	0,000	Accepted

*) data source : Smart PLS 4

The table above shows the following hypotheses that H1: Work Environment > Mental Health: This hypothesis examines how the work environment impacts mental health. With a p-value of 0.000, which is less than 0.05, we accept the hypothesis. This indicates that the work environment significantly affects mental health. H2: Quality of Work Life > Mental Health: This hypothesis looks at the relationship between quality of work life and mental health. The p-value here is also 0.000, which is below 0.05, leading

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us to accept the hypothesis. This suggests that quality of work life has a significant impact on mental health. H3: Work Environment > Work Productivity: This hypothesis assesses the effect of the work environment on work productivity levels. Again, the p-value is 0.000, less than 0.05, so we accept the hypothesis. This means the work environment significantly influences work productivity. H4: Quality of Work Life > Work Productivity: This hypothesis investigates how quality of work life affects work productivity. The p-value of 0.003 is smaller than 0.05, allowing us to accept the hypothesis. This indicates that quality of work life significantly impacts work productivity. H5: Mental Health > Work Productivity: This hypothesis explores the effect of mental health on work productivity. With a p-value of 0.000, which is less than 0.05, we accept the hypothesis. This shows that mental health has a significant influence on work productivity. Thus, table 7 shows that all hypotheses are accepted and have a significant influence on mental health and work productivity.

Table 7. Findings of Indirect Effect Test

Hypothesis	Original Sample	T Statistics	P value	Result
H6 : Work Environment > Mental Health > Work Productivity	0,108	2,535	0,012	Accepted
H7 : Quality of Work Life > Mental Health > Work Productivity	0,121	2,650	0,008	Accepted

The table reveals the following finding that H6: This hypothesis examines how the Work Environment impacts Work Productivity through Mental Health. The original sample value is 0.108, the t-statistic is 2.535, and the p-value is 0.012. Since the p-value is below 0.05, we accept the hypothesis, indicating that the influence of the Work Environment on Work Productivity through Mental Health is significant. H7: This hypothesis investigates the effect of Quality of Work Life on Work Productivity through Mental Health. The original sample value here is 0.121, the t-statistic is 2.650, and the p-value is 0.008. With a p-value less than 0.05, we accept this hypothesis as well, meaning that the influence of Quality of Work Life on Work Productivity through Mental Health is significant. Overall, the results from this table indicate that both the Work Environment and Quality of Work Life significantly affect Work Productivity through Mental Health. This suggests that a positive Work Environment and Quality of Work Life can enhance work productivity by promoting better mental health.

Discussion

The work environment on mental health

The first hypothesis (H1) indicates that a positive work environment has a significant effect on the mental health of generation Z. This result is consistent with the findings of previous research by (Shahidi et al., 2021) which stated that a supportive work environment, including physical and emotional factors, can improve employee mental health. In addition, research by (Izawa et al., 2024) found that improvements in the work environment, especially in terms of mutual support and the physical environment, had a positive effect on workers' mental health by reducing the risk of mental health problems, presenteeism, and high psychosocial stress. Research by De Lange et al., (2004) It also mentioned that the work environment (workplace wellbeing) can provide support for well-being and with work mental health, employees will have optimal mental health.

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Quality of work life on mental health

The second hypothesis (H2) indicates that a good quality of work life is also proven to have a positive influence on mental health. These findings are in line with research by (Çingöl et al., 2024) which shows that adequate work-life balance helps employees in managing stress and anxiety, improving their mental health conditions. Research from (González-Baltazar et al., 2015) also states that employees with a better quality of work life have more stable levels of mental health, as they feel more valued and have more control over their work.

The work environment on work productivity

The third hypothesis (H3) of the analysis shows that a good work environment increases work productivity, which supports the research of (Widia Lestari & Ary Widiastini, 2021) They mentioned that a conducive work environment motivates employees to work more productively by creating a comfortable and supportive atmosphere. This is also supported by (Amuntai et al., 2024) which found that adequate work environment conditions, both physical and non-physical, have a direct impact on performance and productivity.

Quality of work life on work productivity

The fourth hypothesis (H4) indicates that a good quality of work life is proven to have a significant effect on work productivity, in accordance with the results of a study (Tilaar et al., 2017) which states that a high quality of work life triggers employees to be more committed and productive. In addition, Permata et al., (2020) also found that an adequate quality of work life helps in reducing burnout, increasing employee productivity and job satisfaction.

Mental health on work productivity

The fifth hypothesis (H5) This study found that mental health has a positive influence on work productivity, in line with the findings from (Whiteford, 2022)), which states that employees with a healthy mental state have better abilities in completing work. Research from Singh et al., (2021) also supports this, where maintained mental health allows employees to stay focused and efficient at work, resulting in increased productivity.

Mental health mediates the relationship between the work environment and work productivity

The sixth hypothesis (H6) of mental health is proven to mediate the influence between the work environment and work productivity, supporting research De Oliveira et al., (2023) which states that a good work environment can improve mental health, which in turn improves productivity. A study from Shahidi et al., (2021) also found that employees' mental health plays a key role in channeling the positive effects of the work environment on their productivity.

Mental health mediates the relationship between quality of work life and work productivity.

The seventh hypothesis (H7) suggests that mental health mediates the influence between work-life quality and work productivity. This is in line with the results of research

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De Oliveira et al., (2023), which stated that mental health is a connecting factor between a good quality of work life and increased productivity. Studies Permata et al., (2020) also show that when employees' mental health is maintained, they are better able to take advantage of a good quality of work life to improve their performance.

CONCLUSIONS AND SUGGESTIONS

1. This study concludes that a positive work environment and good quality of work life have a significant influence on the work productivity of generation Z in Indonesia, with mental health as a mediating variable. A supportive work environment, both physical and emotional, has been proven to improve mental health as well as work productivity. Factors such as good lighting, positive interpersonal relationships, and the availability of adequate work facilities create a comfortable working atmosphere and become a driver of employee productivity.

2. Work-life quality also has an important role in influencing the productivity of generation Z. Work-life balance, which is one of the elements of work-life quality, has been shown to have a positive impact on mental health and productivity. With a good quality of work life, employees feel more valued, have higher motivation, and are able to manage work stress, which ultimately encourages increased productivity.

3. Mental health functions as a mediating variable that strengthens the influence of the work environment and the quality of work life on productivity. Employees with good mental health tend to be more focused and productive, and have better resilience to the risk of burnout or work stress. This emphasizes the importance of creating a supportive environment for mental health in the workplace, especially for Gen Z who are more susceptible to mental stress.

The suggestion for this study is for researchers to further expand the number and variety of respondents to get more representative results, including Generation Z in various industrial sectors and regions in Indonesia. In addition, further research can also examine more deeply the specific role of the work environment in affecting mental health and productivity, considering that Generation Z is very vulnerable to the work environment they face. Using qualitative methods such as in-depth interviews can also help understand the psychological and cultural factors that influence Generation Z's perception of the quality of work life and the work environment.

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