The Impact Of Psychological Well-Being And Work Environment Toward Work Engagement Of Millennial Employee In Jakarta

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Abstract
As the Millennial generation approaches its peak productive years, it becomes pivotal in fostering the nation's economic advancement. Despite extensive discussions surrounding Millennials, most dialogues are predicated on subjective narratives devoid of empirical substantiation, potentially resulting in detrimental outcomes. It is necessary to enhance millennial employees' psychological well-being and engagement by ensuring a supportive work environment. Consequently, organizations must cultivate an atmosphere that enhances Psychological Well-Being. Various strategies can be employed to achieve this, including providing psychological support for staff, establishing an encouraging and positive Work Environment, and encouraging a balanced work-life dynamic. This study employs Confirmatory Factor Analysis (C.F.A.) to validate or verify the proposed theoretical model. The proposed analytical framework incorporates multiple latent variables assessed through various indicator variables. Structural Equation Modeling (S.E.M.) serves as the methodological instrument for data collection. The demographic focus of this study encompasses millennial employees from Jakarta, totalling 2,828,858 individuals. An error margin of 10% dictated the selection of 250 participants for the study sample. Findings from the analysis indicate that the variables of Psychological Well-Being, Work Environment, and Work Engagement are classified within the 'excellent' range. It has been observed that the variable of Psychological Well-Being exerts influence over the Work Engagement of Millennial Employees in Jakarta. Similarly, the Work Environment is noted to impact the Work Engagement of these employees.

Keywords-psychological well-being, work environment, work engagement, millennial employee

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I. INTRODUCTION

IDN Times (2022) reports that Indonesia is currently experiencing a demographic dividend, with 70.72% of its populace within the productive age range of 15-64 years, a phase which is anticipated to propel the nation towards its zenith by 2045. The Millennial cohort, born from 1981 to 1996, constitutes the second-largest demographic group in the nation, representing 25.87% of the overall population, or approximately 69.38 million individuals. Widyaputri and Sary (2022) highlight that Millennials are pivotal to the demographic dividend period, as they constitute the largest generation and are entering their most productive years, thus becoming instrumental in driving the nation’s economic expansion. Despite Millennials' significant role, discussions surrounding them often rely on anecdotal evidence, needing more robust data, potentially leading to misleading conclusions. It is imperative that a comprehensive understanding of Millennials is developed, encompassing their lifestyles, values, aspirations, and the obstacles they face. Such an understanding is essential to unlocking the pathway to Indonesia's illustrious future. According to Kusnandar (2022), Millennials are born between 1981 and 1996. That said, Millennials are in the category of 28 to 43 years old. As we can see from the figure above, we can sum up the number of millennial workers from 25-29 to 40-22, and the result is about 67.39 million workers.

Research findings published by Forbes Advisor (2024) indicate that Millennial employees exhibit the lowest job satisfaction levels, registering a mean score of 4.6 on a scale from 1 to 10. In contrast, Generation Z, Generation X, and Baby Boomers scored 5.2, 6.6, and 5.6 respectively. These scores suggest a direct correlation between job satisfaction and work engagement. Job satisfaction is the degree of contentment employees experience in their roles. Lower satisfaction levels will likely lead to increased job hopping, elevating turnover rates. According to Corey Tatel

and Ben Wigert (2024), The number of millennials who intend to leave their work is about 48%. In the referenced diagram, Kvasnevska (2023) identifies five primary motivations for employee resignation. These motivations encompass an unsupportive corporate culture, insufficient remuneration, inadequate leadership techniques, an absence of appropriate work-life demarcation, and the possibility of remote employment. Kosaka and Sato (2020) have indicated that applying these concepts varies according to the research's focus. While employee engagement is broadly utilized in various studies, it quantifies the degree to which individuals are devoted and feel a sense of belonging to their organization. Conversely, work engagement delves deeper into an individual's bond with their specific duties, encompassing elements such as enthusiasm, commitment, and the intensity of immersion in their tasks.

Work engagement embodies a complex concept illustrating the favourable mental condition of employees, denoted by enthusiasm, dedication, and active participation in their professional duties. It signifies a profound bond between personnel and their occupational roles, whereby they engage physically, mentally, and emotionally. Distinct from mere job satisfaction, which centres on employees' emotional responses to their positions, work engagement concerns the depth and calibre of their participation in specific tasks and the organization at large. According to KINCENTRIC (2022), the level of engagement is fluctuating. As we can see from the figure above, the number of engagements increased from 2019 to 2020 from 67% to 73% and decreased rapidly from there to 62% in 2022. From this, we can conclude that there is a problem or phenomenon causing the number of engagements to fluctuate. The figure from Pumble (2023) above shows that the reason for this data is that younger generations experience more stress and burnout than older generations, while the older millennials, 51%, are disengaged, and 17% are actively disengaged. In addition, Gallup's U.S. Employee Engagement Needs a Rebound in 2023 report shows that from 2019 to 2022, engagement levels among young Millennials and Gen Z dropped by 4 points, while they dropped by 2 points among older workers.

According to Databoks (2022), the number of millennials in Jakarta is 2828858. This data will be calculated using the solving test because this paper aims to learn about millennials in Jakarta. Continuing from the previous phenomena about the population in Jakarta in 2020, it shows that millennials dominate the population in Jakarta. Additionally, according to BPS (2022), as illustrated in the figure above, millennials dominate the workforce in Jakarta. According to Katadata (2022), the mass workforce resignation trend is happening in several countries. A survey released by professional recruitment company Robert Walters noted that 77% of professional workers in Indonesia are considering resigning. As we can see from the phenomenon above, a large number of workers in Indonesia are resigning from their work, and one of the reasons for this is work engagement. Several factors notably affect work engagement, among which the work environment plays a crucial role. An optimal work environment fosters a secure atmosphere that enables employees to perform to the best of their abilities. Additionally, work engagement encompasses the degree to which individuals are psychologically invested in their employment, viewing their performance as an integral component of their self-esteem. This investment has implications for various work outcomes, including overall performance (Yanti & Zukrianto, 2024)

II. LITERATURE REVIEW

A. Human Resource Management

Human resources (HR) are essential assets of the organization and are the key to success in achieving the goals set by the organization. Organizational management develops according to the situation that occurs. This is the case with the role of humans, which was assumed not to be a significant factor at the beginning of human existence, and its existence was considered the same as other means of production. So, in an organization, HR planning is almost not carried out; even; even if it is done, it is not explicitly done (Yuan Badrianto et al., 2022). Human resource planning is a series of activities to anticipate future demand for human resource needs (Mulyono et al., 2021).

B. Psychological Well-being

Various scholars have delineated the construct of Psychological Well-being (PWB) as embodying both hedonic and eudaimonic dimensions, including happiness and resilience, manifested through effective coping, emotional regulation, and problem-solving capacities (Tang et al., 2019). It is understood fundamentally as the essence of mental health. An additional perspective provided by (Burns, 2017) posits that Psychological Well-being encapsulates a person’s ability to function both internally and in interpersonal relations, fostering a sense of mastery and personal development. It has been articulated by (Ryff et al., 1995), as cited in (Perwira et al., 2021), that Psychological Well-being represents an optimal state of individual functioning characterized by the prevalence of positive emotions.

C. Work Engagement

Azis et al. (2019) defined employee engagement, suggesting it represents an individual's dedication and active participation in alignment with the organizational values and goals. They further elucidated that work engagement encompasses integrating and demonstrating the 'preferred self' in activities. This behaviour augments interactions with one's workplace and colleagues and promotes personal and holistic involvement, encompassing physical, cognitive, and emotional dimensions (Scharp et al., 2022). Maslach & Jackson (1981), as cited byQiaolan & Man (2023), contend that work engagement is the antithesis of burnout. It is characterized by a manifestation of energy, defined as the possession of high mental and physical resources applied towards work activities.

Engagement involves a positive attachment, heightened focus, and active response to work tasks. Moreover, it embodies self-efficacy, which reflects competence, efficiency, and effectiveness in professional capacities. Finally, according to Schaufeli et al. (2006) in (Perwira et al., 2021), Work engagement can also be defined as a state in which an individual feels satisfied with his or her work, which is positive and characterized by enthusiasm, commitment and absorption.

D. Work Environment

The work environment is one of the factors that can affect the productivity and effectiveness of employee work, which can be in the form of a material environment, such as places and means of production, as well as a psychological environment, such as the atmosphere of social relations between individuals in the company (Prihantoro, p. 2015). A work environment is a place or condition where employees carry out activities properly if the environment feels safe, comfortable and clean, which can then determine employee happiness (Putra & Rahyuda, 2016). Every organization must provide a sense of comfort and security for every employee in doing their job (Suwondo & Sutanto, 2013).

E. Research Framework

According to Hikmawati et al. (2020), the framework describes the theoretical basis for a research study. Meanwhile, according to Syahza (2021), the framework is a collection of expert research that will be used as a reference for the research to be carried out. The theoretical foundation of this investigation builds upon prior analyses conducted by (Perwira et al., 2021). Measurements of Work Engagement are derived from the model proposed by Schaufeli et al. (2006). Furthermore, the construct of Psychological Well-Being is evaluated using the framework established by Ryff et al. (1995). The assessment of the Work Environment is based on the methodology outlined by (Sedarmayanti, 2020).

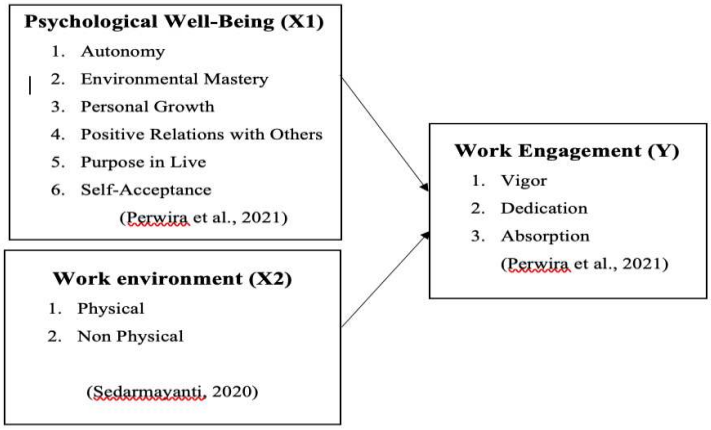

Figure 1 Research Framework
Source: Processed by Author (2024)

F. Research Hypothesis

Hikmawanti (2020) posits that a hypothesis represents a provisional solution to a research question formulated from theoretical assumptions or speculations. It is utilized as a base to facilitate the exploration of the roles or impacts of various elements, as discussed by Syahza (2021). The hypotheses formulated for this investigation are as follows:

H1: Psychological Well-being significantly affects the Work Engagement of millennial employees.

H2: Work Environment Has a Significant Effect on Work Engagement Millennial employee

III. RESEARCH METHODOLOGY

Research is an activity that builds new knowledge through procedures and the systematic use of specific methods (Syahza, 2021). Meanwhile, according to Rahim et al. (2021), research is the process of finding something systematically and takes a long time using scientific methods and applicable rules.

Table 1 Research Characteristics

No	Research Characteristic	Type
1	Method	Quantitative
2	Objective	Descriptive
3	Research Type	Casual
4	Research Involvement	No Data Intervention
5	Research Time	Cross-Section

Source: Data Processed by Author (2024)

In the work of Sugiyono (2022), it is posited that the Likert scale is instrumental in assessing variables, which are subsequently delineated into variable indicators. These indicators serve as terminal points for creating items manifested as questions or statements. Each response to an item employing a Likert scale spans a continuum from exceedingly positive to highly negative, encapsulated within five potential selections ((Sugiyono, 2022). Meanwhile, according to Raihan (2017), a population is a collection of individuals with characteristics that can be studied—the population used in this study, namely gene Y (Millennial) workers. In the current research, a proportionate stratified random sampling method, probability sampling techniques, is employed to select participants. Priadana (2021) describes this method as ensuring equitable selection opportunities across various strata within the population by maintaining a balanced representation of groups. The formula Hair (2021) proposed suggests a sample size of 5 to 10 times the estimated parameters utilized in this study. Consequently, with an estimated parameter count derived from 50 questionnaire items, the minimal required sample size is calculated by multiplying the number of items by 5, resulting in a minimum of 250 participants. Therefore, the participation of 250 respondents is secured for this analysis.

IV. RESULT AND DISCUSSION

A. Descriptive Statistical Analysis

An analytical approach termed Descriptive Statistical Analysis is utilized to ascertain respondents' perceptions regarding the variables of Psychological Well-Being and Work Environment and their impact on Work Engagement among Millennial Employees in Jakarta.

Table 2 Descriptive Analysis

No	Variable	Total Score	%	Category
1	Work Engagement	18.433	86,74%	Very Good
2	Psychological Well-Being	19.357	86,03%	Very Good
3	Work Environment	16.230	85,60%	Very Good

Source: Data Processed by Author (2024)

The descriptive analysis reveals that every variable investigated in this study falls within an exceptionally favourable category.

B. Measurement Model Assessment (Outer Model)

The evaluation of the measurement model, frequently referred to as the examination of the outer model, relies on evaluating indicators about latent variables or determining the adequacy with which the items represent concealed variables (Indrawati, 2017). Convergent validity, discriminant validity, and reliability assessments are conducted to analyze the outer model. Results from these calculations indicate that the criteria for reliability have been satisfied, as demonstrated by each indicator displaying higher cross-loading values with indicators of the same variable compared to those of different variables. This suggests that the indicators are appropriately aligned for the measurement of corresponding latent variables (Sari & Prasetio, 2018)

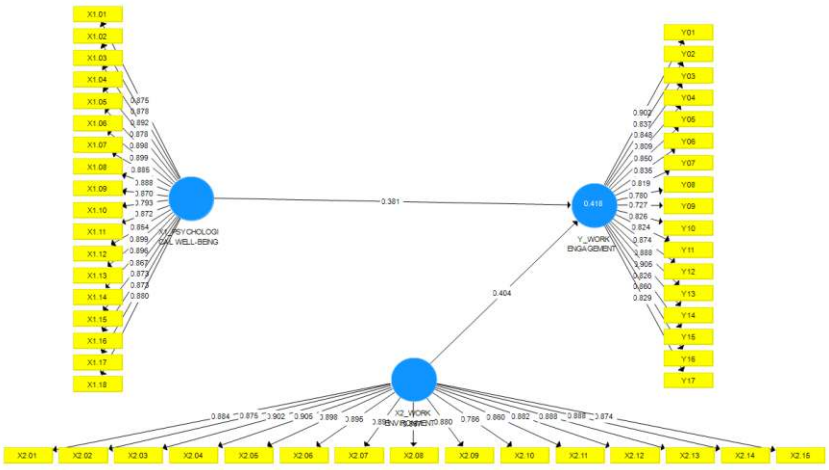

Figure 2 Outer Model
Source: Data Processed by Author (2024)

1. Convergent Validity Test

Convergent validity pertains to the capacity for accurately assessing the degree of correctness of an item or a collection of items in reference to the targeted variable. Factor Loading (FL) values serve as indicators for assessing this form of validity. It is acknowledged that items are deemed valid if the FL value surpasses 0.7. Nonetheless, in exploratory research, acceptance of FL values below 0.7 is permissible (Indrawati, 2017). Furthermore, the Average Variance Extracted (AVE) can be employed to ascertain convergent validity, requiring that the AVE value exceeds 0.5.

Table 3 Loading Factor

Latent Variable	Indicators	Loading Factors	AVE Score
Psychological Well-Being	X1.01	0,875	0,768
	X1.02	0,878	
	X1.03	0,892	
	X1.04	0,878	
	X1.05	0,898	
	X1.06	0,899	
	X1.07	0,885	
	X1.08	0,888	

	X1.09	0,870	
	X1.10	0,793	
	X1.11	0,872	
	X1.12	0,854	
	X1.13	0,899	
	X1.14	0,896	
	X1.15	0,867	
	X1.16	0,873	
	X1.17	0,873	
	X1.18	0,880	
Work Environment	X2.01	0,884	0,772
	X2.02	0,875	
	X2.03	0,902	
	X2.04	0,905	
	X2.05	0,898	
	X2.06	0,895	
	X2.07	0,891	
	X2.08	0,867	
	X2.09	0,880	
	X2.10	0,786	
	X2.11	0,860	
	X2.12	0,882	
	X2.13	0,888	
	X2.14	0,888	
	X2.15	0,874	
Work Engagement	Y.01	0,902	0,703
	Y.02	0,837	
	Y.03	0,848	
	Y.04	0,809	
	Y.05	0,850	
	Y.06	0,835	
	Y.07	0,819	
	Y.08	0,780	
	Y.09	0,727	
	Y.10	0,826	
	Y.11	0,824	
	Y.12	0,874	
	Y.13	0,888	
	Y.14	0,905	
	Y.15	0,826	
	Y.16	0,860	
	Y.17	0,829	

Source: Data Processed by Author (2024)

The earlier table delineates the approximated outcomes from the external loading test evaluation conducted through SmartPLS. The results show that the factor loading values for all items surpass the threshold of 0.7, thereby confirming their validity.

Table 4 Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)	Conclusion
Psychological Well-being	0,768	Valid
Work Engagement	0,760	Valid
Work Environment	0,772	Valid

Source: Data Processed by Author (2024)

In the assessment of convergent validity, each item demonstrates validity as the Average Variance Extracted (AVE) surpasses the threshold of 0.500. The magnitude of Factor Loading, which reveals the intensity of the correlation between the observed indicators and the underlying construct, further substantiates this validity. A factor loading of a minimum of 0.500 signifies a robust association within the groups evaluated, thereby confirming all items' validity from the convergent validity perspective.

2. Discriminant Validity Test

Variables of discrimination are employed to ascertain the extent to which the items measuring one variable are distinct from those measuring another and to verify if the items assessing one variable inadvertently measure unintended variables. Criteria for establishing discriminant validity include stipulating that cross-loading with latent variables should exceed the correlation with alternative latent variables (Indrawati, 2017).

Table 5 Fornell-Larcker

	Psychological Well Being	Work Environment	Work Engagement
Psychological Well Being	**0,876**		
Work Environment	0,355	**0,879**	
Work Engagement	0,524	0,540	**0,839**

Source: Data Processed by Author (2024)

Table 6 Cross Loading

Indicators	X1	X2	Y
X1.01	**0,875**	0,347	0,489
X1.02	**0,878**	0,328	0,488
X1.03	**0,892**	0,327	0,482
X1.04	**0,878**	0,347	0,434
X1.05	**0,898**	0,333	0,415
X1.06	**0,899**	0,342	0,521
X1.07	**0,885**	0,352	0,497
X1.08	**0,880**	0,263	0,496
X1.09	**0,870**	0,309	0,451
X1.10	**0,793**	0,285	0,435
X1.11	**0,872**	0,336	0,494
X1.12	**0,854**	0,294	0,443
X1.13	**0,899**	0,301	0,472
X1.14	**0,896**	0,321	0,416
X1.15	**0,857**	0,278	0,476
X1.16	**0,873**	0,289	0,408
X1.17	**0,873**	0,246	0,406
X1.18	**0,880**	0,255	0,397

X2.01	0,315	**0,884**	0,498
X2.02	0,278	**0,875**	0,440
X2.03	0,340	**0,902**	0,500
X2.04	0,339	**0,905**	0,457
X2.05	0,342	**0,898**	0,509
X2.06	0,320	**0,895**	0,477
X2.07	0,341	**0,891**	0,484
X2.08	0,287	**0,867**	0,454
X2.09	0,382	**0,880**	0,497
X2.10	0,275	**0,786**	0,433
X2.11	0,286	**0,860**	0,493
X2.12	0,259	**0,882**	0,460
X2.13	0,263	**0,888**	0,431
X2.14	0,338	**0,888**	0,460
X2.15	0,283	**0,874**	0,500
Y.01	0,515	0,497	**0,902**
Y.02	0,478	0,451	**0,837**
Y.03	0,480	0,457	**0,848**
Y.04	0,435	0,441	**0,809**
Y.05	0,442	0,449	**0,850**
Y.06	0,467	0,519	**0,835**
Y.07	0,431	0,457	**0,819**
Y.08	0,407	0,333	**0,780**
Y.09	0,277	0,370	**0,727**
Y.10	0,381	0,470	**0,826**
Y.11	0,434	0,444	**0,824**
Y.12	0,446	0,463	**0,874**
Y.13	0,441	0,450	**0,888**
Y.14	0,463	0,480	**0,905**
Y.15	0,463	0,424	**0,826**
Y.16	0,393	0,446	**0,860**
Y.17	0,465	0,453	**0,829**

Source: Data Processed by Author (2024)

The findings presented reveal that the root average variance extracted (AVE) for each variable surpasses the correlation coefficients amongst these variables and others within the model. Consequently, the AVE root test demonstrates that the model possesses robust discriminant validity. An absence of variable overlap further substantiates the conclusion that the discriminant validity is reliable.

3. Reliability Test

Internal consistency, often called reliability, evaluates the degree to which variations in an observable indicator correspond proportionately to fluctuations in an underlying variable. The criteria for determining reliability include attaining satisfactory levels of Cronbach's Alpha (CA) and Composite Reliability (CR). It is established that for advanced research, values of CA and CR should meet or exceed 0.80, while a threshold of 0.70 is acceptable for preliminary investigations (Indrawati, 2017).

Table 7 Reliability Test

Item	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Psychological Well Being	0,982	0,983	0,983

Work Environment	0,979	0,980	0,981
Work Engagement	0,973	0,975	0,976

Source: Data Processed by Author (2024)

The findings derived from the analysis above indicate that the values obtained for composite reliability and Cronbach's alpha are deemed acceptable, exceeding the threshold of 0.7 for each variable. This demonstrates that the instruments employed possess high consistency and stability. It is thus inferred that the constructs or variables pertinent to this study are adequately calibrated as measurement tools, and the queries utilized to assess each construct exhibit commendable reliability.

C. Structural Model Assessment (Inner Model)

The inner model examination focuses on the interactions among latent constructs. This exploration seeks to affirm the structural relationships posited and their import. The assessment of the structural model, often referred to as the measurement of the inner model, is employed for evaluating these connections. This evaluation aims to ascertain the impact of one latent variable upon others. The processes involved in this evaluation include analyzing the R Square value and conducting regression and influence tests among the variables.

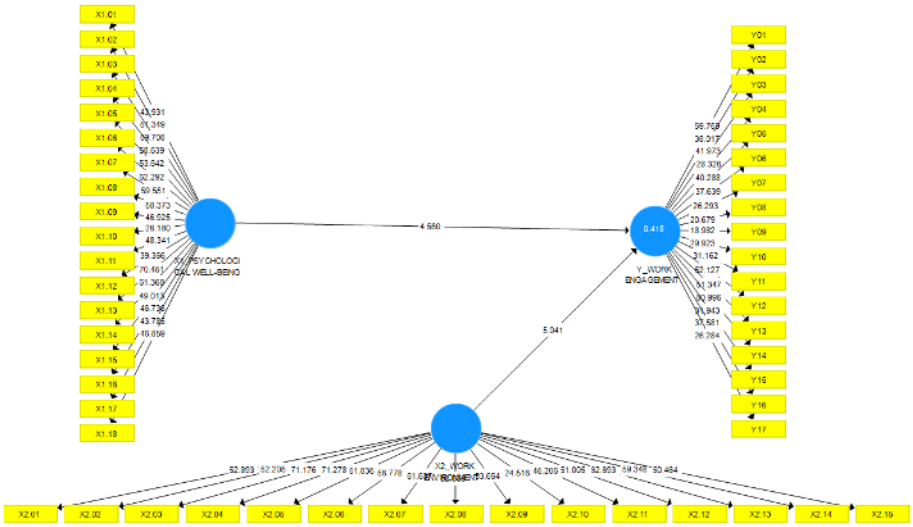

Figure 3 Inner Model

Source: Data Processed by Author (2024)

1. R-Square Analysis

This examination aims to ascertain the proportion of the variability within the endogenous construct attributable to the variability within the exogenous construct. Additionally, it seeks to evaluate the efficacy of the structural equation model. A higher R-square value signifies a more substantial explanation of the endogenous variable by the exogenous variable, thereby enhancing the robustness of the structural equation model.

Table 8 R-Square Result

Item	R-square	R-square adjusted
Work Engagement	0,418	0,413

Source: Data Processed by Author (2024)

The diagram previously presented allows for the interpretation that 41.8% of the variance in the Work Engagement construct is accounted for by the variance in both Psychological Well-Being and Work Environment constructs, as evidenced by the R-square value of 0.418 for the Work Engagement variable. The remainder of the variance is attributable to factors not included within the scope of the model analyzed.

2. Effect Size Analysis (F-Square)

This formulaic representation determines the extent to which exogenous latent variables significantly affect endogenous latent variables. It is computed as follows (Ghozali & Latan, 2017).

Table 9 F-Square Result

Variables	Work Engagement
Psychological Well Being	0,218
Work Environment	0,248

Source: Data Processed by Author (2024)

The diagram previously depicted indicates that the influence of Psychological Well-Being (X1) on Work Engagement (Y) is moderate, evidenced by an f-square value of 0.218. Similarly, the impact of the Work Environment variable (X2) on Work Engagement (Y) is also moderate, as demonstrated by an f-square value of 0.246.

D. Hypothesis Testing

In the current research, the validity of hypotheses is ascertained by assessing the importance of parameters and the extent of association among pertinent variables. The estimation of each parameter within SmartPLS provides three critical pieces of data: the regression coefficient, P-value, and T-value. The regression coefficient is utilized to evaluate the impact of one variable on another. Given that the hypothesis posits a positive direction and the analysis employs a one-tailed test (1-tail) with a 95% confidence level, the critical value from the T-distribution table is identified as 1.96. Consequently, the hypothesis is corroborated if the derived T-value exceeds 1.96.

Table 10 Path Coefficient Results

Hypothesis	Path Coefficient	T-Statistics	P-Values	Description
Psychological Well-being -> Work Engagement	0,381	4,560	0,000	Accepted
Work Environment -> Work Engagement	0,404	5,041	0,000	Accepted

Source: Data Processed by Author (2024)

The analytical outcomes derived from the preceding data substantiate the following hypotheses:

H1: posits that an enhancement in Psychological Well-Being positively correlates with increased Work Engagement. This assertion is supported by the results obtained from the Path Coefficient analysis, which reveals a T Statistics value of 4.560, surpassing the threshold of 1.96, and a P value of 0.000, which falls below the significance level of 0.05. Consequently, the null hypothesis is rejected, and the alternative hypothesis is upheld. The data from the 'Original sample' column reveal a positive coefficient, indicating that an elevation in Psychological Well-Being is associated with a rise in Work Engagement.

H2 asserts that the Work Environment exerts a positive influence on Work Engagement. This hypothesis is corroborated by the Path Coefficient output, which shows a T Statistics value of 5.041, exceeding the critical value of 1.96, and a P value of 0.000, below the standard criterion of 0.05. Thus, the null hypothesis is dismissed in favour of the alternative. The coefficient value recorded in the 'Original sample' column is positive, denoting that improvements in the Work Environment are linked to an increase in Work Engagement.

E. Model Fit Test

The examination of model fit is conducted through an analysis of the estimation outputs derived from SmartPLS, focusing specifically on the SRMR (Standardised Root Mean Square Residual) value. The SRMR represents an index that quantifies the mean absolute discrepancy between the covariances observed in the sample and those predicted by the model after these matrices have been converted into correlation matrices. This index evaluates the mean level of deviations between the actual and the anticipated correlations, serving as an absolute metric for assessing the adequacy

of the model. According to (Henseler et al., 2015), an SRMR value below 0.10 is deemed acceptable. The outcomes of the model fit assessment are delineated below:

Table 11 Model Fit Result

	Saturated Model	Estimated Model
SRMR	0,046	0,046
d_ULS	2,704	2704
d_G	4,835	4,835
Chi-Square	5009,014	5009.014
NFI	0,736	0,736

Source: Data Processed by Author (2024)

The SRMR metric, recorded at 0.046, indicates that the criteria for model adequacy have been satisfied, confirming the model's suitability for goodness of fit.

V. CONLUSION AND SUGGESTION

A. Conclusion

The investigation titled "The Influence of Psychological Well-Being and Work Environment on Work Engagement of Millennial Employees in Jakarta" facilitates the derivation of several key insights. These insights successfully address the queries posed by the study's problem statement, outlined as follows:

1. The findings indicate a positive correlation between Psychological Well-Being and Work Engagement among Millennial Employees in Jakarta. An enhancement in Psychological Well-Being is associated with an increase in Work Engagement among this demographic.
2. Similarly, the data reveal a positive correlation between the quality of the Work Environment and Work Engagement among Millennial Employees. An improvement in the Work Environment is linked to an elevation in Work Engagement levels within this group.

B. Suggestion

1. Based on the research results from the psychological well-being variable, the lowest value is "I can choose or create an environment that suits my personal needs." Therefore, researchers provide suggestions so employees can choose or create an environment that suits their needs.
2. Based on the research results from the work environment variable, the lowest value is the statement "Lack of tidiness in the office." Therefore, researchers provide suggestions so that employees can further improve office tidiness so that they can work well.
3. Based on the research results from the work engagement variable, the lowest value is the statement, "For me, my work is challenging." Therefore, researchers provide suggestions so employees can further enhance cooperation with friends to increase work engagement.

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