

ABSTRACT

This study aims to examine the effect of Parasocial Relationship on Employee Well-being with Work Motivation as a mediating variable among Gen Z employees in Indonesia's creative industry. The phenomenon of parasocial relationships has become increasingly prevalent alongside the rapid growth of social media use, particularly among Gen Z, who tend to develop strong emotional attachments to public figures and content creators. This study employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to 100 Gen Z employees working in Indonesia's creative industry. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4 software.

The results indicate that Parasocial Relationship has a positive and significant effect on Work Motivation. Furthermore, Work Motivation has a positive and significant effect on Employee Well-being. However, Parasocial Relationship does not have a significant direct effect on Employee Well-being. The mediation analysis reveals that Work Motivation fully mediates the relationship between Parasocial Relationship and Employee Well-being. These findings suggest that parasocial relationships among Gen Z employees do not directly enhance workplace well-being; instead, they first increase employees' work motivation, which subsequently contributes to higher levels of employee well-being.

This study contributes to the development of Human Resource Management and organizational behavior literature by extending the discussion of Parasocial Relationship into the organizational context. In addition, the findings support Self-Determination Theory, which suggests that parasocial relationships can serve as a source of psychological relatedness that enhances work motivation and ultimately improves employee well-being among Gen Z employees.

Keywords: *Parasocial Relationship, Work Motivation, Employee Well-being, Gen Z.*