



Servant Leadership and Sustainable Employability: Influence on Generation Z in the Digital Industry

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ABSTRACT

This quantitative investigation centres on the complexities of cultivating and sustaining Sustainable Employability (SE) among Generation Z personnel operating within the highly dynamic and demanding Digital Industry. Utilizing Structural Equation Modeling (SEM), the study analyzed data collected from Gen Z employees in this sector. The principal objective was to assess the direct impact of Servant Leadership (SL) on SE, alongside the hypothesized mediating role of Psychological Safety (PS) and the moderating influence of Psychological Capital (PsyCap). The core findings confirm that SL has a significant, positive effect on SE. A critical result reveals the substantial mediating effect of PS, which transmits the positive association between SL and SE. Furthermore, the analysis indicates that PsyCap significantly strengthens (moderates) the positive relationship between PS and SE. These outcomes suggest that SL's effectiveness in promoting SE among Gen Z is fundamentally contingent upon the establishment of a psychologically secure work environment. Critically, this positive influence is substantially amplified when employees possess robust internal resources, particularly PsyCap. The study's most salient theoretical contribution is the development of a model that empirically validates PS as an essential transmission mechanism and PsyCap as a necessary amplifier for Gen Z's adaptation and resilience in the digital environment.

Keywords: *Psychological Capital, Psychological Safety, Sustainable Employability, Servant Leadership.*

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1. | INTRODUCTION

The contemporary employment landscape is undergoing fundamental transformations, primarily accelerated by the advancement of digital technologies. Concomitantly, Generation Z has ascended to a predominant position within the global workforce (Bîrtoșczki et al., 2024; Surogiu et al., 2025). The core characteristics defining Gen Z's work approach including their communication preferences, goal orientation, and workplace expectations are highly influential. Notably, their status as digital natives, proficiently leveraging technology acquired through consistent engagement with smartphones, various digital devices, applications, and online platforms, is a defining trait (Maria & Sergio, 2025).

Indonesia's digital sector is experiencing robust expansion, characterized by a highly agile operational environment supported by substantial internet penetration, which currently encompasses approximately 79% of the populace. This context of accelerating innovation is simultaneously subject to continuous disruption, particularly the emergent threat posed by Artificial Intelligence (Hossain et al., 2024). This technological pressure is subsequently redefining conventional career trajectories through increased automation. Consequently, Generation Z workers are required to cultivate advanced skill sets and embrace dynamic, non-linear, and exploratory career paths (Cruzvergara, 2024). Given this high-stress, uncertain professional environment, Gen Z employees have demonstrated a heightened susceptibility to stress and anxiety, creating a strong preference for supportive leadership focused on facilitating their personal and professional development (Ameen et al., 2022).

Within this context of a dynamically transforming digital environment, the concept of Sustainable Employability is elevated beyond a transient phenomenon to become a matter of paramount concern. Sustainable Employability is theorized as the interactive confluence of an individual's internal drive and capacity to continuously reconfigure and generate utility both within their existing firm and in the broader labor market, while concurrently ensuring their personal advancement and holistic welfare remain paramount (Van der Klink et al., 2016; Fleuren et al., 2024). For digital-centric organizations, the commitment to cultivating the Sustainable Employability of Generation Z is considered imperative. This effort functions not merely as a tactical approach for retaining high-potential staff but equally as an essential foundation for constructing organizational fortitude in the face of the accelerated technological progress characterizing Industry 5.0 (Usman et al., 2024; Karakhan et al., 2023).

Conventional managerial frameworks are demonstrating inadequacy when confronted with the demands of Generation Z, a demographic that places significant importance on meaningful engagement, operational independence, and non-hierarchical organizational designs. Servant Leadership is emerging as a particularly pertinent alternative. This methodology prioritizes the service, empowerment, and professional development of team members above the leader's personal interests (Iqbal et al., 2020). Servant Leadership has been empirically shown to foster and produce favourable employee outcomes (Fatima et al., 2023). Its pronounced relevance to Generation Z stems from its core focus on genuine personal connection, the provision of equitable support, and a commitment to continuous developmental initiatives (Gabrielova & Buchko, 2021; Signaeva et al., 2022).

While the proposed framework linking Servant Leadership, Psychological Safety, Psychological Capital, and Sustainable Employability has been successfully validated within physically interactive sectors, such as the service and hospitality industries (Sazena &

Srivastava, 2022), the empirical relevance of these specific psychological mechanisms within the digital industry ecosystem remains largely uninvestigated. The digital industry, defined by its unique characteristics, including prevalent virtual collaboration, intense innovative demands, and significant technical risks, constitutes a distinctly different professional context.

Consequently, this investigation is designed to fill a notable void in the extant literature by subjecting a predefined causal framework which is entirely underpinned by the Conservation of Resources (COR) Theory to empirical scrutiny. This examination is specifically contextualized within the Indonesian digital industry, focusing on the professional population cohort of Generation Z. The principal theoretical advancement stemming from this work lies in the expanded applicability of both the COR Theory and the Servant Leadership paradigm, transplanting them into a contemporary environment distinguished by its technology-centric operational nature (Khan et al., 2023). From a pragmatic standpoint, the resulting empirical insights are projected to yield high-level, strategic directives for managerial practices within Indonesian technology enterprises. These recommendations are ultimately geared towards the twin objectives of elevating the digital welfare of their workforce and safeguarding the enduring viability of their professional trajectories against the backdrop of accelerating technological automation.

2. | LITERATURE REVIEW

Theoretical Foundation

This research adopts the Conservation of Resources (COR) Theory (Hobfoll, 2001) as its principal theoretical lens. The central premise of COR is the fundamental human drive to acquire, safeguard, and preserve resources. Resources are comprehensively categorized, including conditions, objects, energies, and personal assets (e.g., self-esteem), which are instrumental in goal attainment (Hubelshofer et al., 2014). The theory posits that resource accumulation initiates a 'gain spiral' a continuous, self-reinforcing positive loop that enhances motivation and energy. Conversely, the experience of resource loss instigates negative consequences, such as emotional exhaustion, elevated stress, and occupational disengagement (Akirmak & Ayla, 2021; Hobfoll et al., 2014). This resource dynamic is particularly salient for Generation Z, given their recognized vulnerability to resource depletion. Consequently, maintaining their psychological resource reserves necessitates substantial support and understanding from their external environment, especially within the organizational context.

Given Generation Z's sensitivity to resource fluctuations, Servant Leadership is considered an optimal mechanism for mobilizing social resources. Research consistently indicates that this leadership style proactively furnishes employees with essential emotional backing, instilling trust, and fostering empowerment (Eliot, 2020; Ruiz-Palomino et al., 2022). This supportive approach functions as a 'resource caravan trigger,' stimulating employees to actively engage in self-development, thereby fostering Sustainable Employability. In high-demand, high-autonomy digital settings, specific dimensions of Servant Leadership such as humility and stewardship (e.g., providing space and avoiding micromanagement) (Liden et al., 2015; Dierendonck et al., 2014) become paramount. These characteristics are essential as they grant employees work control, a crucial resource for Gen Z. By providing this autonomy, Servant Leadership effectively mitigates potential resource loss as theorized by COR. Thus, Servant Leadership presents a strategically compatible framework with the Conservation of

Resources Theory for cultivating and advancing talent in the digital workforce (Khan et al., 2023).

Servant Leadership dan Sustainable Employability

Servant Leadership is conceptually defined as a style primarily dedicated to follower development, emphasizing altruism and empowerment, wherein the leader deliberately prioritizes the team's needs (Suhartanti & Prasetyanto, 2022). This leadership approach holds significant relevance for Generation Z, as its tenets align closely with their core values, notably the demand for inclusion, a desire for genuine personal connection with impartial leadership, and a commitment to sustained career progression (Signaeva et al., 2022; Suhartanti & Prasetyanto, 2022).

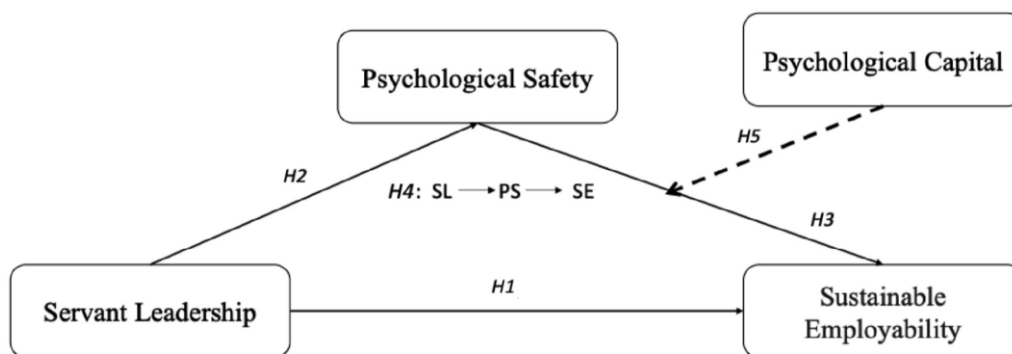


Figure 1. Conceptual model. Source: Authors' creation

Servant Leadership (SL) has been substantiated in prior studies as a key driver of favourable employee results (Fatima et al., 2023). This leadership approach cultivates enhanced personal development and life fulfilment through the systematic delegation of responsibility, the provision of decision-making autonomy, and tailored guidance for professional trajectories (Li et al., 2018). These observed effects hold particular relevance within the Indonesian cultural environment, where collectivism emphasizes harmony and supportive leadership (Gopalan & Rivera, 1997). Servant Leadership emphasis on prioritizing team support and collective welfare corresponds effectively with these national values, simultaneously addressing the digital sector demands of Generation Z for both personal accomplishment and continuous self-improvement (Calvo Ayala & García, 2021). Accordingly, Servant Leadership operates via a twofold function: delivering cultural congruent social support alongside the individual empowerment necessary for the digital workspace. Drawing upon the Conservation of Resources (COR) Theory (Hobfoll, 2001), this investment in human capital initiates a resource 'gain spiral,' motivating workers to dedicate their abilities and drive toward achieving Sustainable Employability.

Hypothesis 1: Servant Leadership exhibits a statistically significant positive correlation with Sustainable Employability.

Psychological Safety as a Mediator

Psychological Safety (PS) is characterized as a shared conviction among team members that they can engage in interpersonal risk behaviors such as presenting new ideas, seeking clarification, or acknowledging errors without the threat of ridicule or retribution (May et al., 2004; Sun et al., 2022). Psychological Safety constitutes an indispensable psychological resource, especially within digital teams, given that the imperative for rapid innovation necessitates perpetual experimentation and a willingness to take calculated risks.

A substantial and affirmative correlation between the tenets of Servant Leadership and the establishment of Psychological Safety has been rigorously substantiated across existing academic scholarship (Brohi et al., 2021; L.v et al., 2022). This efficacy is attributable to the fact that individuals exhibiting servant leadership deliberately strive to foster an organizational environment defined by the presence of reciprocal confidence and extensive emotional support (Ruiz-Palomino et al., 2022). When this dynamic is examined in Indonesia, where organizational settings often exhibit high power distance, the influence is deemed exceptionally powerful. Servant Leadership acts as a vital instrument for dismantling typical hierarchical impediments and stimulating candid dialogue, thereby directly cultivating Psychological Safety (Rabiul et al., 2023). Interpreting this through the COR framework, servant leaders essentially transfer social resources namely trust which permits Generation Z employees to express their views and assume necessary risks without apprehension (Ito et al., 2022).

Hypothesis 2: It is proposed that a robust, affirmative correlation is present between the practice of Servant Leadership and the prevalence of Psychological Safety.

Psychological Safety (PS) must be regarded not simply as an ethical consideration but as a functional prerequisite within the Digital Industry. A work setting characterized by high Psychological Safety cultivates vital risk-taking behaviors, including the willingness to acknowledge technical errors or articulate potentially unsuccessful innovative concepts (Sun et al., 2022). which is, in turn, recognized as the core determinant of Sustainable Employability (Plomp et al., 2019; Duijnhoven Van et al., 2025). Conversely, deficient Psychological Safety induces a fear of punitive action, leading employees to be hesitant in offering input or receiving critical feedback. This suppression, in turn, severely impedes the successful implementation of Agile working methodologies (Chiniara & Bentein, 2016).

Hypothesis 3: Psychological Safety demonstrates a positive relationship with Sustainable Employability.

It is hypothesized that Psychological Safety operates as an indispensable mediating variable. In this conceptual framework, Psychological Safety is the primary catalyst through which Servant Leadership's support is converted into durable career benefits (Yang et al., 2025). Thus, Psychological Safety represents the coherent and functional link within the digital environment. While Servant Leadership is responsible for furnishing the necessary resources and relational support, it is Psychological Safety that subsequently assures employees feel sufficiently secure and motivated to maximize the utility of those resources for their personal professional growth (Ruiz-Palomino et al., 2022). Crucially, innovation and effective post-

failure recovery in digital teams are dependent upon this psychological security, allowing members to report errors without the anticipation of detrimental repercussions.

Hypothesis 4: It is posited that Psychological Safety significantly accounts for the causal pathway linking Servant Leadership and the achievement of Sustainable Employability.

Psychological Capital as a Moderator

Psychological Capital (PsyCap) is conceptualized as an elevated and positive mental state inherent to an individual, which is fundamentally derived from the integration of four core elements: Hope, Self-Efficacy, Resilience, and Optimism (acronymized as HERO) (Luthans et al., 2007; Avey, 2014). This particular construct carries distinct importance for the Generation Z cohort, serving as a critical personal resource that empowers them to navigate the inherent stressors and manage concerns regarding career instability prevalent within the contemporary, highly-digitized occupational environment (Ergün et al., 2023). In alignment with the resource investment tenets of the Conservation of Resources (COR) Theory, PsyCap can be interpreted as a catalyst that accelerates the accumulation and magnification of an individual's resource base (Halbesleben et al., 2014). Consequently, the effectiveness of Psychological Safety in bolstering Sustainable Employability is intrinsically predicated upon the foundational internal strength of the employee. Specifically, employees demonstrating high levels of Psychological Capital characterized by high resilience and optimism are optimally equipped to capitalize on a secure organizational climate for strategic career engagement (Baig et al., 2021). The inherent resilience component further enables these employees to convert favorable workplace supports into a superior ability for rapid recovery following adversity and persistent upskilling. Thus, Psychological Capital fulfills a crucial, two-fold function: it supplies a foundation of internal psychological assets while concurrently strengthening the transformation of external, environmental resources into enduring professional achievement (Stratman & Youssef-Morgan, 2019).

Hypothesis 5: Psychological Capital significantly moderates the association between Psychological Safety and Sustainable Employability, implying that the positive effect of Psychological Safety on Sustainable Employability is amplified for employees who exhibit higher levels of Psychological Capital.

3. | RESEARCH METHOD

This investigation employs a cross-sectional, quantitative research methodology to assess the hypothesized causal links between the identified study variables (Hair et al., 2011). The target demographic comprises Generation Z professionals working in the Indonesian Digital Industry, specifically those with at least one year of professional experience. This includes personnel at technology companies, start-ups, and various digital business units. The data will be collected through an online questionnaire utilizing a convenience sampling technique, which guarantees participant confidentiality and anonymity to foster candid responses, especially concerning Psychological Safety.

The measurement of all variables in this investigation will utilize established, validated, and previously published scales. Participants will rate each statement using a five-point Likert

Scale, where the numerical assignments range from 1 (Strongly Disagree) to 5 (Strongly Agree). This research assesses four primary constructs, each defined operationally by its specific instrumentation and item count. Specifically, the Servant Leadership (SL) variable is assessed using eight items drawn from the scale developed by Winston & Fields (2015). Psychological Safety (PS) is operationalized with three items, referencing the work of May et al. (2004). Furthermore, the instrument for Psychological Capital (PC) comprises seven items, based on the study by Luthans et al. (2007). Finally, eight items based on the scale created by Abma et al. (2016) are used to measure the variable Sustainable Employability (SE).

The validation of the suggested conceptual model, which inherently incorporates both mediating and moderating components, was executed using a rigorous statistical approach. This assessment employed Partial Least Squares Structural Equation Modeling (PLS-SEM), specifically implemented through the utilization of the SmartPLS analytical software package (Hair et al., 2011). Following this methodological paradigm, the determination of the requisite minimum sample size adhered to a commonly endorsed guideline: the sample capacity must encompass at least tenfold the maximum quantity of directed paths terminating at any single latent construct (Hair et al., 2011). Within the parameters of this specific investigation, the Sustainable Employability construct received the highest incidence of incoming pathways, specifically three (originating from Servant Leadership, Psychological Safety, and the interaction term). Consequently, the stringent 10 criterion yielded a theoretical minimum requirement of 30 participants (10 x 3 respondents). However, the researchers employed an actual study sample size of 100 respondents, a number deemed not only statistically adequate but also optimally configured to guarantee the robust validity and enduring reliability of the ensuing data analysis

4. | RESULTS AND DISCUSSION

Measurement Model

The psychometric soundness of the measurement model was rigorously established through a multi-stage validation process. Initial assessment of construct reliability was conducted by complying with the criteria stipulated by Nunnally (1978), where the results confirmed excellent reliability, with all measured values exceeding a coefficient of 0.942. Subsequently, convergent validity was affirmed by calculating the Average Variance Extracted (AVE). Consistently, the AVE coefficients surpassed the benchmark value of 0.808, thereby providing compelling evidence for convergent validity, in alignment with the standards set by Henseler et al. (2009). Furthermore, the discriminant validity (DV) of the conceptual latent variables was unequivocally established through the implementation of two complementary methodologies. Firstly, compelling evidence was derived from the finding that the square root of the Average Variance Extracted (AVE) values consistently exceeded the corresponding inter-construct correlation coefficients (Anderson and Gerbing, 1988), with the full details comprehensively itemized in Table 1. Secondly, further rigorous confirmation of the DV was attained as the Heterotrait-Monotrait ratio of correlations (HTMT) registered below the stringent required threshold of 0.670 (Henseler et al., 2009), as subsequently documented in Table 2.

Structural Model

The assessment of the posited structural equation model was executed with rigor within the SmartPLS environment, employing a comprehensive 5,000-replication bootstrap

resampling procedure. Initial model fit validation was established by the Standardized Root Mean Square Residual (SRMR) value, which was calculated as 0.052, a result significantly below the suggested upper limit of 0.08 and thus confirming an acceptable model fit. In terms of the magnitude of influence, the effect size (f^2) computations for the endogenous path coefficients were consistently found to be congruent with the benchmarks specified by Cohen (1992). Specifically, substantial (1.472) and moderate (0.326) effect sizes were demonstrated by the respective influences of Psychological Safety and Psychological Capital on Sustainable Employability (SE). Additionally, the relationship connecting Servant Leadership and Psychological Safety yielded a moderate effect size of 0.058. Concerning the model's explanatory capacity, the coefficient of determination (R^2) values, which ideally ought to surpass 0.1, denoted that 72% of the total variance in SE and 5.5% of the variance in Psychological Safety are adequately accounted for by the hypothesized relationships. Finally, the evaluation of the model's predictive relevance utilized the Stone-Geisser Q^2 metric, derived through the blindfolding approach. Given that the Q^2 statistics for both SE (0.51) and Psychological Safety (0.19) were demonstrably superior to the required minimal threshold of zero, the cumulative statistical evidence strongly reinforces the model's robust predictive efficacy.

Table 1. Assessment of inter-construct correlation coefficients and the empirical demonstration of discriminant validity for the reflective measurement model

Variable	Cronbach's Alpha	Composite Reliability (rho A)	Composite Reliability (rho C)	Average Variance Extracted (AVE)
PC	0.983	0.987	0.986	0.908
PS	0.942	0.943	0.963	0.896
SE	0.974	0.974	0.978	0.846
SL	0.979	0.979	0.982	0.873

Table 2. Heterotrait – Monotrait Ratio of Correlations (HTMT)

	PC	PS	SE	SL	PC × PS
PC					
PS	0.251				
SE	0.360	0.541			
SL	0.113	0.803	0.670		
PC × PS	0.082	0.086	0.299	0.037	

Hypothesis Testing

The hypothesized structural connections are schematically represented in Figure 2. The statistical outcomes, comprehensively detailed in Table 3, unequivocally established a strong positive correlation between Servant Leadership and Psychological Safety ($\beta = 0.290$, $t = 5.313$), thereby providing substantial empirical support for Hypothesis 1 (H1). Furthermore, H2 and H3 were similarly corroborated: a significant association was identified between Servant Leadership and Sustainable Employability ($\beta = 0.565$, $t = 6.476$), as was the link between Psychological Safety and Sustainable Employability ($\beta = 0.772$, $t = 17.963$), respectively. To rigorously evaluate the posited mediation effect, the Bootstrapping method was implemented with a resampling procedure of 5,000, aligning with the stipulated guidelines of Hair et al. (2011) and Ringle et al. (2020). Consistent with the findings detailed in Table 3,

Hypothesis 4 (H4) received empirical confirmation due to the statistically significant, indirect effect manifested by Psychological Safety within the relationship linking Servant Leadership to Sustainable Employability ($\beta = 0.135$, $t = 1.969$, $p = 0.049$). Conclusively, the analysis determined that Psychological Capital exerts a significant conditional (moderating) effect on the relationship between Psychological Safety and Sustainable Employability ($\beta = 0.409$, $t = 6.841$), which confirms Hypothesis 5 (H5).

Recent academic inquiry has seen a rise in studies examining leadership approaches that aim to optimize organizational output while simultaneously securing the long-term career viability of Generation Z (Jonge and Peeters, 2019). Considering that Gen Z employees typically thrive in a supportive organizational environment, Servant Leadership is positioned as a pivotal mechanism for improving these results. Grounded in the foundational tenets of the Conservation of Resources (COR) theory, this present investigation advances a novel perspective regarding the intricate dynamic observed among leadership behaviors, psychological well-being, and professional employability. Crucially, this contribution is contextualized specifically within the highly dynamic landscape of the modern digital industry.

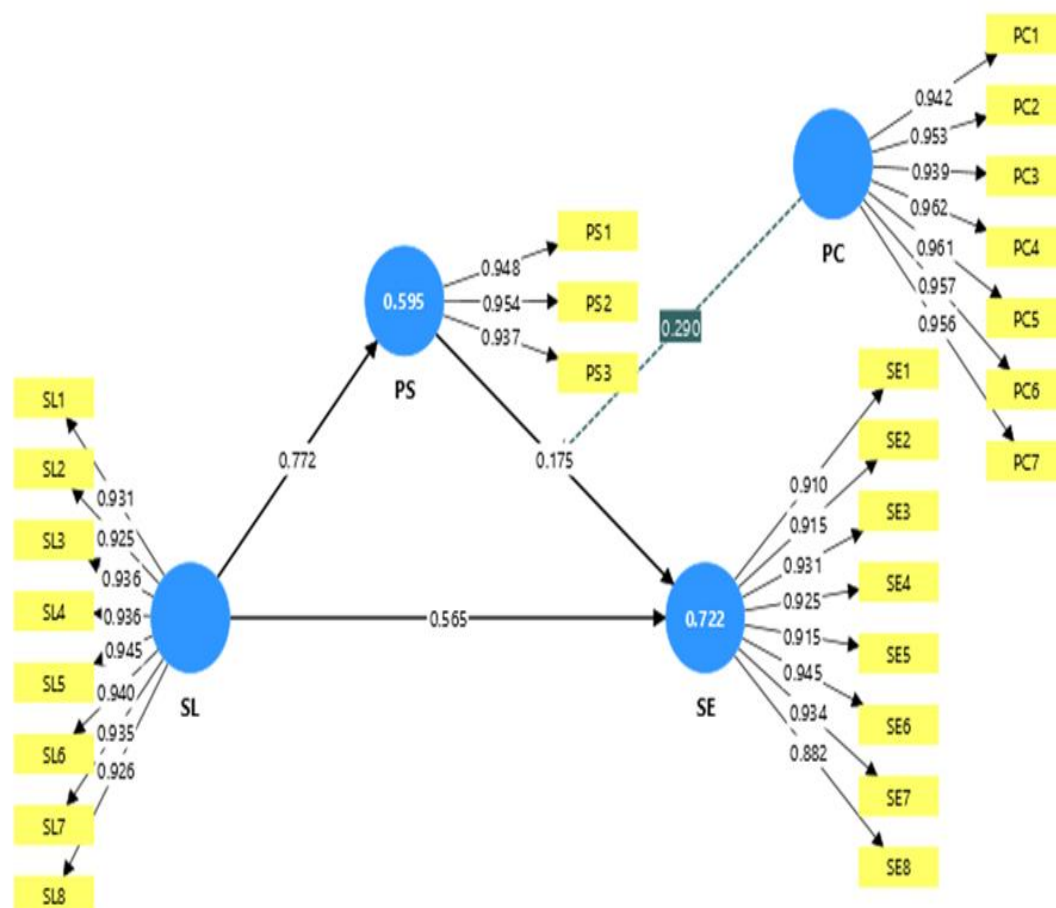


Figure 2. Graphical representation of the conceptual model, illustrating the hypothesized structural relationships as analyzed by Partial Least Squares Structural Equation Modeling (PLS-SEM)

Table 3. Direct, mediation and moderation effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
PC -> SE	0.485	0.489	0.071	6.841	0.000
PC × PS -> SE	0.290	0.288	0.055	5.313	0.000
PS -> SE	0.175	0.178	0.088	1.999	0.046
SL -> PS	0.772	0.772	0.043	17.963	0.000
SL -> SE	0.565	0.564	0.087	6.476	0.000
SL -> PS -> SE	0.135	0.138	0.069	1.969	0.049

In direct congruence with the initial theoretical prediction, the empirical data revealed a statistically significant connection linking Servant Leadership (SL) to Sustainable Employability. This result strongly reinforces existing scholarly literature that attributes a robust positive effect of SL on a broad spectrum of employee attitudes and professional behaviors (Revuru and Bandaru, 2024; Chughtai, 2021; Shafi et al., 2020; Elche et al., 2020). By extending crucial emotional support to Generation Z personnel, SL cultivates a highly supportive environment conducive to the full realization of their inherent capabilities (Batoool et al., 2022). Previous investigations have extensively characterized Servant Leadership as a nurturing, developmental paradigm designed to inspire sustained achievement and long-term commitment (Kauppila et al., 2022; Huning et al., 2020). Importantly, this specific finding is consistent with the core assertions of Conservation of Resources (COR) theory, thereby solidifying the fundamental premise that Servant Leadership operates as a critical mechanism for the advancement of subordinates' Sustainable Employability. By judiciously providing essential resources, servant leaders empower Gen Z professionals to strategically leverage new opportunities and cultivate a proactive, positive trajectory concerning their future career development.

Subsequent empirical investigation established that the implementation of Servant Leadership serves as an instrumental antecedent for heightened Psychological Safety, a finding that coheres with established scholarly literature documenting a potent positive correlation between general leadership and Psychological Safety (Palmiero, 2022; B r o h i et al., 2021). The core mechanism of SL generates an organizational climate wherein personnel feel respected, supported, and psychologically secure (Ruiz-Palomino et al., 2022). This observation aligns precisely with the conceptual framework developed by Edmondson and Lei (2014), which underscores the paramount importance of leadership in creating a secure psychological setting. Furthermore, recent studies corroborate that the presence of social resources plays a significant role in elevating employees' Sustainable Employability (Irfan and Qadeer, 2020; Irfan et al., 2023). Critically, although SL is fundamentally focused on employee support, an overabundance of involvement in tasks or a propensity to micromanage under the guise of assistance risks causing Gen Z staff to experience a sense of constriction rather than liberation (Morrison, 2024). Therefore, to optimize PS, corporate entities must ensure that servant leaders receive training enabling them to skillfully modulate direct assistance with granting necessary autonomy. By strategically providing both essential resources and sufficient freedom, SL empowers employees to navigate professional ambiguity

and challenges with enhanced self-assurance, thereby fortifying their intrinsic sense of workplace Psychological Safety.

Furthermore, the empirical evidence derived from this study substantiates the potent positive correlation between Psychological Safety and Sustainable Employability. The resultant data are fully congruent with established scholarly investigations (Sun et al., 2022; Iqbal et al., 2020). Corporate entities committed to fostering SE acknowledge the organizational imperative of cultivating a psychologically secure environment where the workforce is highly engaged, satisfied, and exhibits superior performance (Irfan et al., 2023; Iqbal et al., 2020). Within such a safe climate, personnel are emboldened to undertake necessary interpersonal risks, including proactively seeking constructive feedback, acknowledging fallibility (admitting errors), and introducing novel conceptualizations. This pronounced culture of openness actively catalyzes continuous skill development and the proactive exploration of new professional challenges, thereby enabling employees to acquire new competencies that enhance their long-term career viability (Plomp et al., 2019; Duijnhoven Van et al., 2025). Conversely, a condition of excessive Psychological Safety carries the latent risk of fostering organizational complacency (Wang and Ning, 2024). Specifically, if Generation Z staff, who intrinsically prioritize personal challenges and developmental growth, perceive a lack of external pressure to acquire advanced capabilities, their overall employability trajectory is prone to decline.

Furthermore, the present investigation posits that Psychological Capital operates as an enhancing moderator in the crucial relationship connecting Psychological Safety and Sustainable Employability. This finding suggests that Generation Z employees who exhibit substantially elevated PsyCap levels are not only psychologically reassured but are also inherently motivated to fully participate in professional development and learning activities. This proactive involvement, in turn, amplifies their psychological resource reservoirs, contributing directly to augmented long-term well-being and career sustainability (Stratman and Youssef-Morgan, 2019). For the Gen Z demographic, PsyCap has been shown to significantly bolster both organizational engagement and psychological resilience (Sigaeva et al., 2022). Nonetheless, a critical boundary condition exists: even individuals endowed with considerable Psychological Capital are likely to face significant hurdles in translating their internal psychological readiness into sustained employability unless the organization actively provides essential avenues for reskilling, competency development, or career progression (Broad and Luthans, 2020). Consonant with the principles of Conservation of Resources (COR) Theory, Psychological Capital furnishes individuals with vital internal assets; however, the external professional environment must facilitate the requisite opportunities for these resources to be strategically invested and fully optimized for the purposes of long-term career durability.

Theoretical Implications

First, this investigation is novel in that it pioneers the assessment of Sustainable Employability as a direct consequence of Servant Leadership, specifically by utilizing the Conservation of Resources (COR) theory framework. By positioning Servant Leadership as a crucial source of resource generation, this research enhances the theoretical comprehension of the mechanisms through which leaders facilitate the acquisition and preservation of resources for their subordinates. While previous studies on Servant Leadership have primarily focused on behavioral or emotional outcomes, this work successfully addresses a significant gap by

highlighting the leader's essential function in developing psychological resources. Due to its service-oriented and giving mindset, Servant Leadership intrinsically exhibits an openness to constructive criticism and feedback (Lv et al., 2022). This supportive approach to leadership thereby establishes an optimal setting for Generation Z employees to achieve their potential (Andrade, 2023).

Secondly, the present empirical inquiry offers a significant buttress to the existing Conservation of Resources (COR) theoretical framework through its demonstration of the conditional (or moderating) effect that Psychological Capital exerts upon the nexus between Psychological Safety and Sustainable Employability. As a higher-order cognitive reservoir comprising the integral elements of resilience, optimism, self-efficacy, and hope, PsyCap functions as a robust resource amplification mechanism, thereby substantially augmenting the advantageous impact of Psychological Safety on the workforce's sustained professional longevity. This specific resource interaction mechanism is entirely consonant with the COR theory's principle of resource caravans, which posits that individuals already possessing a substantial inventory of assets are inherently better poised to accrue supplementary resources and more proficiently navigate professional adversity. The resultant finding validates the indispensable contribution of PsyCap in optimizing the salutary effects derived from Psychological Safety, a factor of particular salience for the autonomy-driven Generation Z workforce. In conclusion, by employing the COR paradigm, this research provides crucial systemic insights into the precise means by which a psychologically secure professional setting, when integrated with Servant Leadership methodologies, facilitates the preservation and enhancement of Gen Z's internal psychological assets. This enriched theoretical understanding subsequently informs the necessary implementation of sustainable organizational strategies across the digital industry.

Social Implications

Given the profound structural role of the digital industry as a principal generator of employment opportunities for the younger demographic, the dedicated advancement of Sustainable Employability (SE) within this sector carries significant societal consequence. As the Generation Z cohort assumes increasingly central roles within the labor force, there is a pronounced escalation in demand for professional flexibility, work-life equilibrium, and career trajectories imbued with vocational meaning. By strategically allocating resources toward enhancing career mobility and prioritizing the maintenance of mental well-being, the digital sector can simultaneously ensure the retention of its Gen Z talent and serve as an active proponent of SE. Targeted SE initiatives such as robust mentorship frameworks, systematic upskilling provisions, and the cultivation of inclusive organizational environments possess the inherent capacity to mitigate the prevalent urban-rural employment disparity and elevate the status of socio-economically marginalized communities. Consequently, the industry's commitment contributes directly to the alleviation of unemployment, the facilitation of enhanced social mobility, and the successful development of an empowered, agile workforce prepared for the future. This concerted action ultimately generates a substantial societal multiplier effect, fostering widespread economic inclusion and stability across disparate geographical territories.

5. | CONCLUSION

The analysis confirms a positive correlation between Servant Leadership (SL) and Sustainable Employability, establishing Servant Leadership as a vital resource generator. This function is achieved by providing emotional backing and empowerment that resonates with the requirements of Generation Z and the collectivist tenets of Indonesian society. Furthermore, Servant Leadership exhibits a statistically significant positive relationship with Psychological Safety (PS). This outcome demonstrates the leadership style's effectiveness in cultivating a workplace culture defined by trust and robust emotional support. This finding holds critical significance in high power distance environments, where Servant Leadership acts as an efficient mechanism for deconstructing hierarchical obstacles and directly facilitating Psychological Safety. Finally, Psychological Safety is empirically associated with Sustainable Employability, thereby validating that a psychologically secure setting encourages crucial interpersonal risk-taking behaviors (such as proactively seeking feedback and admitting errors), which are crucial for continuous learning and for ensuring long-term employability within the Digital Industry. Psychological Safety is demonstrated to be a significant mediator between Servant Leadership and Sustainable Employability. This finding confirms that Psychological Safety operates as an essential mechanism for converting supportive leadership actions into enduring career outcomes. Furthermore, Psychological Capital functions as a positive and significant moderator, strengthening the link between Psychological Safety and Sustainable Employability. This highlights that Generation Z employees with elevated levels of Psychological Capital (characterized by resilience and optimism) are more intrinsically motivated and adept at utilizing a secure work environment for strategic career advancement efforts. This mechanism aligns seamlessly with the resource multiplier principle outlined in the Conservation of Resources Theory).

Despite the consequential findings generated by this study, several constraints require acknowledgement and should be addressed by forthcoming scholarly investigations. The cross-sectional design utilized here inherently poses challenges in establishing definitive causal relationships, thereby pointing to potential concerns regarding reciprocal connections or unexamined rival hypotheses. To achieve a more robust assessment of causality, future researchers ought to incorporate alternative methodologies, such as longitudinal field studies or laboratory experiments. Furthermore, this investigation relied exclusively on quantitative metrics. Subsequent research should contemplate the utility of an inductive qualitative methodology to gain deeper insight into the underlying mechanisms that govern employees' sustainability behaviors. The collected data were geographically restricted to Indonesia's primary metropolitan digital hubs, which consequently curtails the broader applicability of the results. To enhance geographic generalizability, future studies are advised to gather data from varied regions, encompassing the South, East, West, and North. Additionally, the conceptual basis for Sustainable Employability is largely derived from Western academic sources (e.g., the United States and Europe). The scarcity of empirical evidence from regions such as Asia, Africa, and Latin America limits the global relevance of these conclusions. Future investigations could benefit from exploring alternative leadership paradigms, such as Fry's Spiritual Leadership, to foster a richer understanding of psycho-sustainability behavior. Demographic factors, including personality, gender, and age, were not examined here but should be considered as potential moderating variables influencing the dynamic between

Psychological Safety and Sustainable Employability. Finally, as this study did not account for all potential uncontrolled variables impacting Sustainable Employability, future research is encouraged to identify and examine these additional factors to develop a more holistic comprehension of the entire construct.

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Conflict of Interest Statement

The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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