THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND PSYCHOLOGICAL EMPOWERMENT ON WORK ENGAGEMENT IN GENERATION Z EMPLOYEES

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Abstract

Generation Z employees are starting to dominate the world of work and become a challenge for companies because this generation has characteristics such as liking flexibility, having a high desire to change jobs and minimal effort at work. This shows that generation Z employees have low work engagement. The purpose of this study was to test empirically the effect of perceived organizational support and psychological empowerment on work engagement in Generation Z employees. This research was conducted on 102 respondents with certain criteria, namely employees who work in private companies, aged 18-28 years and have been working for at least 1 year in the current company. Data collection was carried out by the Utrecht Work Engagement Scale (UWES-17), the Scale of Perceived Organizational Support (SPOS), and the Psychological Empowerment scale. The data analysis technique used to test the hypothesis in this study is multiple linear regression. Based on the results of data analysis, an F value of 72.227 was obtained with a significance value of 0.000 (p<0.01) and value R square of 0.593. This shows that there is a very significant effect of perceived organizational support and psychological empowerment on work engagement in generation Z employees. Perceived organizational support and psychological empowerment contribute work engagement of 59.3% while the remaining 40.7% is contribute by other factors outside of research. Meanwhile, it is partially known that perceived organizational support contribute 38.4% and psychological empowerment of 45.8% on work engagement.

Keyword: Perceived Organizational Support, Psychological Empowerment, Work Engagement, Generation Z Employees

Abstrak

Karyawan generasi Z mulai mendominasi dunia kerja dan menjadi salah satu tantangan bagi perusahaan karena generasi tersebut memiliki ciri khas tersendiri seperti menyukai fleksibilitas, memiliki keinginan yang tinggi untuk berpindah pekerjaan dan usaha yang minim dalam bekerja. Hal tersebut mengarah pada rendahnya work engagement karyawan generasi Z. Tujuan dari penelitian ini adalah untuk menguji secara empirik pengaruh perceived organizational support dan psychological empowerment terhadap work engagement pada karyawan generasi Z. Penelitian ini dilakukan pada 102 responden dengan kriteria tertentu yaitu karyawan/karyawati yang bekerja di perusahaan swasta, berusia 18-28 tahun dan sudah bekerja minimal 1 tahun pada perusahaan saat ini. Pengumpulan data dilakukan dengan menggunakan skala Utrecht Work Engagement Scale (UWES 17), Scale of Perceived Organizational Support (SPOS), dan skala Psychological Empowerment. Teknik analisis data yang digunakan untuk menguji hipotesis pada penelitian ini adalah uji regresi

linier berganda. Berdasarkan hasil analisis data diperoleh nilai F sebesar 72,227 dengan nilai signifikansi 0,000 (p < 0,01) dan nilai R square sebesar 0,593. Hal tersebut menunjukkan bahwa terdapat pengaruh yang sangat siginifikan dari perceived organizational support dan psychological empowerment terhadap work engagement pada karyawan generasi Z. Perceived organizational support dan psychological empowerment berkontribusi pada work engagement sebesar 59,3% sedangkan sisanya sebesar 40,7% dipengaruhi oleh faktor lain di luar penelitian. Sementara itu, secara parsial diketahui bahwa perceived organizational support berkontribusi sebesar 38,4% dan psychological empowerment sebesar 45,8% terhadap work engagement.

Kata Kunci: *Perceived Organizational Support, Psychological Empowerment, Work Engagement,* Karyawan Generasi Z

I. INTRODUCTION

The emergence of new generations occurs over time, one of which is generation Z which currently dominates the population worldwide. Generation Z is the term for people born between 1995-2010 (Benschik, Csikos, & Juhaz, 2016). There are more than two billion people in the generation Z age range and represent around 30% of the total global population (Koop, 2021). This generation has several unique characteristics from other generations. The presence of generation Z also has an influence on the world of work, where currently this generation is starting to take roles in industry and organizations. Generation Z is expected to dominate the workforce by 27% of the world's population by 2025 (Koop, 2021). Meanwhile, the National Labor Force Survey (Sakernas) from the Central Statistics Agency for the August 2022 period showed that of the 143.72 million workforce in Indonesia, 68.63% were dominated by the Millennial generation and generation Z (Hassanudin, 2023). The arrival of a new generation in the workplace is an important issue that needs to be considered by industry and organizations. This is because each generation has its own characteristics in working.

Generation Z is known as a challenging generation for companies, due to differences in views and work behaviors with other generations. According to Mahwiney and Betts (2019), Generation Z has a unique and different perspective on success in life and the world of work. Surveys show that managers consider Generation Z to be challenging employees. This is because 37% of this generation lacks motivation and effort in their work compared to other skills or traits (Clabaugh, 2023). In addition, many of them do not consider their work to have a purpose, do not see career advancement opportunities as meaningful, and work as needed to achieve group or company goals (Nishizaki & McLaurin, 2022). Then, the results of a survey conducted by TalentLMS and BambooHr in 2022 showed that 81% of Generation Z felt that flexibility in time and place of work was important. Other research reveals that 73% of

Indonesian employees only want to stay in their jobs for less than two years (Dwidienawati and Gandasari, 2018). The results of a similar survey conducted by Deloitte in 2022 also showed that 40% of Generation Z had the desire to leave the company after two years of work. The various challenges that arise in Generation Z's work practices indicate that this generation is not yet fully committed to their work.

An individual's full engagement in their work includes high enthusiasm, giving maximum effort and full appreciation of the work. However, in reality, this is one of the problems for Generation Z employees. This is because Generation Z is concerned about their future by continuing to look for the next opportunity and making personal life the highest priority so that Generation Z does the minimum and no more in their work (Brower, 2023; Caldwell & Anderson, 2021; Hyken, 2022).

Based on the explanation that has been described, it can be seen that Generation Z has little desire to be committed to their work and leads to low work engagement. A survey conducted by Gallup (2022) showed that 54% of Generation Z employees have low engagement at work. This percentage is the highest percentage compared to other generations such as Older Millennials, Generation X and Baby Boomers. Indonesia is also a country with a low level of work engagement, where there are 77% of employees who are "not engaged" and 15% of employees who are "actively disengaged" and only 8% of employees who are "engaged" (Crabtree, 2013). Other studies also show that employees with the age range of generation Z (18-25 years) in a company in Indonesia have a low level of engagement. The level of engagement of employees with an age range of 18-25 is 60%. This percentage is included in the low category compared to employees with other age ranges (Pratanto, Yogaswara, & Suwarsono, 2020).

Work engagement is defined as a positive, satisfying, and affectively motivating psychological state related to work that can be seen as the antipode of work burnout (Bakker & Leiter, 2010). According to Thomas (2009), work engagement is a condition where individuals work with a commitment to a goal, use intelligence to complete tasks, ensure that actions are taken that truly achieve goals, and take corrective action when necessary. Commitment to achieving results, working hard, being enthusiastic, feeling like they are contributing to something bigger than themselves, having great initiative, and being energetic and enthusiastic in working are actions that indicate that individuals have high work engagement. Meanwhile, low work engagement is characterized by minimal effort in working, often being negative or cynical especially about proposed changes, not interested in

learning and innovation because it requires more effort and wanting to reduce roles and responsibilities rather than develop them (Peters, 2019). Low work engagement in generation Z employees is a problem that requires more attention. If employees have low work engagement, then this can be an obstacle to achieving organizational goals. Therefore, increasing work engagement is very important. This is supported by the opinion of Bakker and Leiter (2010), who stated that work engagement is important for every employee in an industry and organization because it can enable employees to give their maximum potential to the work and responsibilities of an employee.

Companies are expected to fully support employees in efforts to increase work engagement, especially for generation Z employees. If the organization understands the behavior and specific needs of generation Z employees, it will lead to better integration of employees and mutual success (Schroth, 2019). This shows that the support received from the organization can meet the needs of generation Z employees. The belief in the support and attention of the organization given to its employees is known as perceived organizational support.

The degree to which employees believe that the organization values their contributions and cares about the welfare of employees is called perceived organizational support (Sitorus et al., 2022). According to Rhoades, Eisenberger, and Armeli (2001), employees who have high perceived organizational support may become more committed to their work as a form of reciprocal norms to help the organization achieve its goals. This is supported by several previous studies showing that perceived organizational support plays a role in increasing work engagement (Dwitasari, Ilhamuddin, & Widyasari, 2015; Jankelova, Joniakova, & Skorkova, 2021; Mufarrikhah, Yuniardi, & Syakarofath. 2020; Murthy, 2017).

In addition to the need for support from the organization, generation Z also needs the opportunity to mobilize their work-related resources so that it can increase work engagement. According to Marshal (2022), one of the reasons generation Z leaves the company is the lack of experience that can be used later if they go to the company only for attendance and meetings. This problem can be met by the belief of generation Z that they are empowered. This is known as psychological empowerment. Psychological empowerment is an individual's experience of intrinsic motivation based on cognition about themselves in relation to their work role (Spreitzer, 1995). According to Akingbola, Rogers, and Intindola (2023), empowerment is a specific factor for each employee as an effort to increase work engagement. This is in line with several studies showing that psychological empowerment

has a significant positive relationship with work engagement (Blaique, Ismail, & Aldabbas, 2021; Hashish, AbdelAll, & Mousa, 2018) and it is known that psychological empowerment has a significant effect on work engagement (Aurel, Prakoso, & Putera 2023; Mahmood & Sahar, 2017). Perceived organizational support and psychological empowerment are known to play an important role in increasing the work engagement of generation Z employees. Organizational support received by generation Z employees is one solution to dealing with low work engagement of generation Z. Simultaneously, the belief that they will be empowered by the organization can make employees interpret their work well so that it can help generation Z employees to increase work engagement. The organizational support received and the feeling of being empowered by the personal resources possessed by generation Z employees, such as interpreting their work well, can be an effort to increase work engagement. This is supported by research conducted by Fridayanti, Kardinah, and Lestari (2022), where the results showed that the organizational support received and the meaningfulness of the individual's personal morning work have a significant influence on increasing engagement.

Based on the explanation above, it can be concluded that generation Z has problems regarding work engagement. The low work engagement of generation Z is a problem that requires more attention. Efforts that can be made to increase the work engagement of generation Z are to have perceived organizational support and psychological empowerment. Therefore, in this study, researchers want to test the effect of perceived organizational support and psychological empowerment together on work engagement in generation Z employees.

II. RESEARCH METHODS

This study was analyzed using a quantitative approach with perceived organizational support and psychological empowerment as independent variables and work engagement as the dependent variable. Respondents in this study were Generation Z employees. The sampling technique used in this study was non-probability sampling with purposive sampling technique. Data collection was carried out using a questionnaire containing the respondent's identity along with perceived organizational support, psychological empowerment and work engagement.

Perceived organizational support was measured using the Scale of Perceived organizational support (SPOS) 8-Items Form adapted from Eisenberger, Huntington, Hutchison, & Sowa (1986). This scale has 8 items consisting of favorable and unfavorable

items. The reliability value of this scale is 0.93 (Worley, 2006). The psychological empowerment variable was measured using the Psychological empowerment scale which was arranged based on the dimensions of psychological empowerment according to Spreitzer (1995), namely meaning, competence, self-determination and impact. This scale has 12 items consisting of favorable items. The reliability value of this scale is 0.72 (Spreitzer, 1995). Work engagement is measured using the Utrecht Work engagement Scale (UWES-17) which is compiled based on aspects of work engagement according to Schaufeli and Bakker (2004), namely vigor, dedication and absorption. This scale has 17 items consisting of favorable items and has a reliability value of 0.93 (Schaufeli & Bakker, 2004). Meanwhile, the assessment of the helping attitudes and empathy scales uses a Likert scale consisting of five answer choices. The choices are Very Appropriate, Appropriate, Neutral, Not Appropriate and Very Not Appropriate.

In this study, the data produced was quantitative data that was analyzed statistically with the help of Statistical Product and Service Solutions (SPSS) version 24. The data analysis technique used to test the hypothesis in this study was multiple linear regression.

III. RESEARCH RESULTS

This study aims to empirically test the influence of perceived organizational support and psychological empowerment simultaneously on work engagement in generation Z employees, the partial influence of perceived organizational support on work engagement in generation Z employees, and the partial influence of psychological empowerment on work engagement in generation Z employees. Data were analyzed using multiple linear regression analysis with the help of IBM SPSS Statistics Version 23.0.

Based on the results of multiple linear regression analysis, an F value of 66.280 was obtained with a significance of 0.000 (p <0.01) which indicates that the first hypothesis in this study is accepted and means that simultaneously there is a very significant influence of perceived organizational support and psychological empowerment on work engagement. In addition, the magnitude of the influence of perceived organizational support and psychological empowerment simultaneously on work engagement in generation Z employees is obtained based on the R Square value, which is 0.585. This shows that simultaneously, perceived organizational support and psychological empowerment contribute to work engagement by 58.5% and the other 41.5% is influenced by factors outside the study. This is because many other factors can affect work engagement. These factors include employee factors such as clear goals, challenging work, autonomy, customer satisfaction, good

teamwork experience, career opportunities, rewards and recognition, and equity and fairness. In addition, there are organizational factors including job design, employee participation, and adequate resources as well as leadership factors that can also affect work engagement (Akingbola, Rogers, & Intindola, 2023).

The support from the organization received by employees can make employees feel that the organization appreciates their contributions and cares about the welfare of its employees by providing assistance that benefits employees. These feelings can encourage employees to provide positive feedback by maximizing their efforts at work which tends to make employees feel more involved in their work and leads to increased work engagement. This is in line with the theory put forward by Gray, Grove, and Sutherland (2017), that perceived organizational support is typical of workplace relationships that can be assumed that when organizations treat employees well such as giving respect, employees will respond by working hard such as being more enthusiastic about working, dedicated and more deeply involved in their work so that it can have an impact on increasing organizational effectiveness.

At the same time, individuals who feel empowered in their work will believe that the work they do is in accordance with their personal values, are confident in their abilities, can determine choices related to work and can have an impact on the organization. Thus, employees will feel more enthusiastic and responsible for their work so that employees can have full commitment to their work. This is in accordance with the opinion of Macsinga et al., (2015), where when employees feel work as something meaningful, have autonomy in their work roles, believe that employees have the skills to do the work, and have the feeling that employees can influence what is done can provide opportunities for employees to experience higher levels of energy and dedication to their work. This is also in accordance with the aspects of work engagement according to Schaufelli and Bakker (2004), which state that work engagement is arranged based on the aspect of vigor which describes high energy in work and dedication which describes strong involvement in work.

When employees feel supported by the organization and simultaneously have autonomy and confidence in their work-related abilities, employees will feel more enthusiastic and responsible for providing positive feedback to the organization that leads to full involvement in their work or increased work engagement. The simultaneous influence of perceived organizational support and psychological empowerment on work engagement is also supported by previous research. The results of Muzdalifah and Mangundjaya's (2019) study

showed that increasing perceived organizational support and psychological empowerment would increase work engagement because perceived organizational support and psychological empowerment had a positive relationship with work engagement. Furthermore, based on the results of data analysis, it is known that the partial influence of perceived organizational support on work engagement has an F value of 51.880 with a significance of 0.000 (p <0.01) and an R Square value of 0.353 which indicates that the second hypothesis is accepted and means that there is a very significant influence of perceived organizational support on work engagement. This is because individuals whose need for appreciation is met, and feel safe and comfortable because of the support received from the organization, will show positive work behavior by being more involved in their work. According to Bakker, Albrecht, & Leiter (2011), the support received from the organization makes employees give their best performance and makes individuals bound to their work. This is also supported by the findings of research conducted by Dwitasari, Ilhamuddin, & Widyasari (2015), which shows that the more an organization is able to make employees feel that there is support given by the organization to them, the more employees will be able to express themselves well physically, cognitively, and emotionally while working.

In addition, based on the results of data analysis, it is known that the partial effect of psychological empowerment on work engagement has an F value of 102.066 with a significance of 0.000 (p <0.01) and an R Square value of 0.518. This shows that the third hypothesis is accepted and means that there is a very significant effect of psychological empowerment on work engagement. If an individual feels that he is well empowered by his work, then the individual will have a motivation that is ultimately manifested in a positive orientation at work. The realization of a positive work role can lead to the alignment of work values with personal life values, the belief that he can do a good job, the freedom to do something related to his work, and the belief that what is done can have an impact. According to Akingbola, Rogers, and Intindola (2023), employees tend to exert more employee discretionary effort when the organization provides opportunities, resources, and decision-making flexibility to improve their work. Therefore, a positive work role makes individuals feel more responsible and do their work seriously which ultimately facilitates individuals to be more involved in their work. This is in line with research by Chandani, Mehta, Mall, and Kokhar (2016) which shows that if employees feel empowered, employees will be motivated to work, making them more involved or engaged.

The results of the Mean Empirical calculation show that work engagement in generation Z employees in this study is included in the moderate category. This means that generation Z employees in this study are not fully involved in their work. Employees do their jobs well to help the company achieve its goals. This is in line with the aspects of work engagement according to Schaufelli and Bakker (2004), one of which is vigor which is characterized by a high level of energy while working and a willingness to make efforts in work and perseverance even in difficulties. However, on the other hand, generation Z employees also do not want to have a strong attachment and are not motivated to do more for their work and organization because generation Z employees always want to look for better opportunities outside their current jobs. This is supported by the opinion of Iorgulescu (2016), who stated that generation Z has a desire to develop.

In addition, the results of the Mean Empirical calculation show that the perceived organizational support of generation Z employees in this study is included in the moderate category. This means that generation Z employees feel that the organization provides sufficient support to its employees by appreciating their contributions and caring about employee welfare. Organizations provide formal and informal support, both in the form of benefits and health interventions for employees, while informal support comes in the form of perceived organizational support, support from superiors, and support from coworkers (Pichler, Kohli, & Granitz, 2021). This is in line with the opinion of Rhoades and Eisenberger (2002), who explained that perceived organizational support can be felt in several general forms including justice and equity, support from superiors and working conditions and rewards from the organization.

Meanwhile, the results of the Mean Empirical psychological empowerment of generation Z employees are included in the high category. This means that generation Z employees feel empowered by their work so that they have confidence in their abilities and have autonomy related to their work. Previous research conducted by Sakitri (2021), showed that generation Z employees are very interested in contributing to the organization to gain self-actualization, are happy to be in control of the decisions they choose, and are optimistic about future success. Based on previous research, it can be seen that generation Z employees reflect high psychological empowerment with a positive orientation related to their work. This is in line with the dimensions of psychological empowerment according to Spreitzer (1995), namely having confidence in one's own abilities (competence), the ability to exercise

autonomy related to work (self-determination), and giving meaning to what is done (Meaning) so that it can have an impact or contribute to the organization (impact).

IV. CONCLUSION

Based on the results of the research that has been conducted, it is known that there is an influence of perceived organizational support and psychological empowerment together on work engagement in generation Z employees. In addition, it is known that partially the variable perceived organizational support has an effect on work engagement and psychological empowerment has an effect on work engagement of generation Z employees. For generation Z employees, it is expected to be able to increase work engagement with more enthusiasm, dedication and more appreciation for the work they do. For companies or organizations, it is hoped that they can be more aware of the needs desired by generation Z employees in order to increase work engagement in their work. For researchers who want to conduct research with similar topics, it is advisable to conduct research with other different independent variables such as leadership, job design, emotional factors and personality factors and conduct research on respondents with different and specific characteristics to enrich research in the field of psychology.

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