

The Role of Psychological Capital and Job Resources on Work Engagement among Generation Z Employees

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Abstract. This study aimed to examine the role of psychological capital and job resources on work engagement among Generation Z employees. The number of samples in this study was 137 Generation Z employees at one of the companies dominated by Generation Z employees. This research used a non-experiment quantitative approach by using the Utrecht Work Engagement Scale, Psychological Capital Questionnaire, and Job Demands-Resources Questionnaire. Data were analyzed using simple linear regression. The results showed that psychological capital and job resources had a positive significant effect on work engagement. In this research, it is known that the psychological capital dimension that had the biggest impact on the work engagement of Generation Z employees is resilience. This research also found that the job resources dimension that had the biggest impact on the work engagement of Generation Z employees is feedback. This study implied that psychological capital and job resources are two important tools to increase work engagement among Generation Z employees.

Keywords: *work engagement, psychological capital, job resources, Generation Z employees*

Introduction

Various companies in Indonesia show a performance increase in 2023. This can be seen from the Industrial Confidence Index value which can describe industrial condition over the next six months in Indonesia (Kementerian Perindustrian, 2022). In June 2023, the Industrial Confidence Index value reached 53.93, which is the highest value since the index was released in November 2022 (Tempo, 2023). This is a sign of success for companies in Indonesia.

With the companies' performance continuing to increase, this cannot be separated from the human resources within them. According to Kelana (2022), company performance can be improved by having human resources as central figures in the organization. Therefore, to maintain the company's performance in the future, they need to prepare human resources. One of the suitable human resources to be prepared for the future is

Generation Z. Generation Z is predicted to take over the workforce by 27%, so it is very important for this generation to be prepared (Zurich, 2023).

Generation Z is a generation born between in the year of 1997 and 2012 with different and challenging expectations, preferences and work perspectives for the organizational world and is able to take advantage of technological changes in their lives (Codrington & Grant-Marshall, 2004). According to the 2020 Population Census Results released by the Central Statistics Agency, Indonesia's population mostly comes from Generation Z with a percentage of 27.94%, more than the millennial generation (born in 1981–1997) with a percentage of 25.87% which was previously known as pioneer of community movements (Kementerian Pendidikan dan Kebudayaan, 2021). Generation Z is the first generation born in the digital and technological era, so they have an instant mindset in doing things. This makes them dependent on the use of technology (Fitri et al., 2023). Generation Z also often moves from place to place for work. In research conducted by Pinandito and Savira (2022), the tendency for employees to change their workplace in Indonesia increased by 10% after Generation Z began to enter the world of work. This phenomenon can occur because Generation Z has high expectations for the stability of their careers and is looking for recognition so they can feel proud of the results of their work (Vantage Circle, 2023). The differences in work behavior between Generation Z and previous generations mean that companies need to pay attention to their resource management practices. By doing so, a company can retain Generation Z employees to remain productive in a positive work environment.

Based on research conducted by Erza (2020), Generation Z has a high curiosity, so they are always motivated to search for information and are enthusiastic about developing themselves. Apart from that, based on an interview with an expert in adolescent psychology, she found that around 62% of Generation Z have the character of hard workers, highly dedicated, always feel challenged, and show extraordinary enthusiasm (Liputan6, 2023). Researchers also found similar phenomenon at one of the companies that dominated by Generation Z employees, called PT X. Based on interview conducted on August 1st, 2023, the operational manager of PT X described that the majority of Generation Z employees showed enthusiasm and energy on their work. This can be seen from how employees always came to the office on time. Furthermore, employees always

feel that the time passed quickly when carrying out tasks that one hour of work felt like ten minutes. Then, most of them also have high curiosity. This can be seen when they are given new project, they always take the initiative to take part in the project and provide maximum contribution. Employee's behavior, work intentions, and attitudes towards their work can come from work engagement.

Work engagement is a belief in the ability to meet work demands with the aim of personal growth and improved organizational functioning (Schaufeli & Bakker, 2004). In increasing employee work engagement, companies need to understand the factors that affect it, including personal resources, job resources and job demands (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). The results of research conducted by Schaufeli and Bakker (2004) state that large job demands can negatively affect work engagement and produce stress and burnout. Therefore, balancing factors are needed to reduce the potential for stress and burnout in the form of personal resources and work resources. As stated by Bakker and Demerouti (2008), personal resources and job resources are predictors of a person's work engagement and can balance high job demands.

Based on research conducted by Hastini et al. (2021), Generation Z has the ability to do many jobs at one time (multitasking) and has a high level of optimism regarding their professional life. Apart from that, the survey also found that as many as 71% of Generation Z have high self-confidence (Suara, 2021). Researchers also found a similar phenomenon at PT X. Based on an interview conducted with one of the interns who observed employees at PT X for about four months, she found that Generation Z employees are able to complete tasks on time. This can be seen from how they can do many tasks at one time (multitasking) and complete them according to the deadline given by their superiors. Furthermore, they have confidence in giving opinions. This can be seen from how they can contribute their opinions in a meeting and even replace their superiors in leading meetings when they are absent. The behavior shown is a sign that Generation Z employees have psychological capital. The existence of psychological capital in employees is a sign that employees have personal resources within themselves. Psychological capital itself is a state of positive psychological development in individuals (Luthans et al., 2007). According to Avey et al. (2010), employees need to have psychological capital in their work to increase their own potential so that they can adapt more easily to the demands of their work. Therefore, it is

important for companies to pay attention to the psychological capital possessed by their employees.

Research related to the role of psychological capital on work engagement has been studied previously. Several studies say that psychological capital has an effect on work engagement (Hardianto & Pratiwi, 2022; Ngwenya & Pelsler, 2020; Wirawan et al., 2020). However, if we focus more on the dimensional level, the results of research regarding the role of each dimension of psychological capital on work engagement show inconsistencies. Research conducted by Joo et al. (2016) said that the dimensions of psychological capital that had an effect on work engagement are hope, self-efficacy, and optimism, while resilience had no effect. Meanwhile, research conducted by Pudjiadi and Rositawati (2022) found that resilience together with hope and optimism had an effect, while self-efficacy had no effect. Different research results were also found by Suheryanto and Hatta (2022) where hope together with self-efficacy had no effect on work engagement, and only optimism and resilience had an effect. Meanwhile, research conducted by Wang et al. (2017) found that hope together with optimism had an effect, while self-efficacy together with resilience had no effect.

Apart from phenomena related to psychological capital, researchers also found other phenomena that occurred among Generation Z employees. Based on research conducted by Satri (2021), Generation Z has a tendency to have control over the decisions they choose. This is because they enjoy independence in the learning process. Apart from that, Generation Z also likes an environment that gives them the opportunity to share ideas and get feedback (Young on Top, 2023). Then based on an article released by Kumparan (2023), Generation Z tends to work in places that can give them the opportunity to develop themselves. This is because they are always looking for valuable experience and always want to feel involved in their work. The phenomenon that researchers found was also felt by Generation Z employees who work at PT X. Based on interviews conducted with several Generation Z employees, they felt that they are in a supportive environment. This can be seen when one of them is facing a difficult situation, their other colleagues would take the initiative to help before being asked. Apart from their colleagues, they also feel supported and appreciated by their superiors. They said their superiors always help them with problems at work. Even so, they still felt that they had control their work and always feel

involved in making decision related to their work. Furthermore, they also felt that they always receive sufficient information regarding their given task and the assessment of the results of their tasks. This can be seen from how the company provided them with weekly, monthly, and annual evaluations. This also made them feel they have the opportunity to develop their potential by learning new things. The conditions described indicate that Generation Z employees need job resources in their work. According to Bakker and Demerouti (2007), job resources are aspects of work that support the achievement of work goals, reduce job demands, and support a person's development. Research conducted by Bakker and Demerouti (2017) found that job resources can reduce pressure from job demands so that employees can contribute optimally to their work. Therefore, it is important for companies to pay attention to the job resources provided to their employees.

Research related to the role of job resources on work engagement has been studied previously. However, the research results show inconsistencies. The results of research conducted by Aprilianingsih and Frianto (2022) found that job resources have a significant effect on work engagement. This is not in line with research conducted by Astisya and Hadi (2021) which found that job resources have no effect on work engagement. Then, if we examine it more deeply, the results of research regarding the role of job resource dimensions on work engagement also show inconsistencies. Research conducted by Lesener et al. (2019) found that job resources along with all their dimensions have a significant effect on work engagement. This is not in line with research conducted by Anatama (2018) where it was said that job resources all of all dimensions do not have a significant effect on work engagement. Different research results were also obtained by Ramadhani and Hadi (2018) who found that some of the job resource dimensions, namely social support, coaching, and autonomy had no effect on work engagement and only the dimensions of feedback and opportunity for development had an effect.

Based on the results that have been described, it can be seen that the research results related to the role of psychological capital dimensions and job resources dimensions on work engagement are still inconsistent. Also, there has been no research about the role of psychological capital and job resources on work engagement with Generation Z employee's participants. Considering the importance of paying attention to Generation Z

employees who will take over the industry in the future, researchers are interested in examining these variables among Generation Z.

The relationship of psychological capital and job resources towards work engagement could be explained using the Conservation of Resources (COR) theory by Hobfoll (1989). This theory explains that humans will try to maintain the resources to minimize the potential of stress and produce positive outcomes. The resources may include personal resources in the form of psychological capital and job resources. By maintaining these resources, it will reduce the potential for stress and increase the potential for positive impacts such as work engagement. Then, researchers formulated a research hypothesis, which is psychological capital and job resources along with all their dimensions have a role in work engagement among Generation Z employees.

Method

This study used a non-experimental quantitative research which aimed to examine the role of the independent variable along with its dimensions on the dependent variable. This method is used to determine the hypothesis with the population and sample using statistics. The dependent variable is work engagement while the independent variable is psychological capital and job resources. The sample in this study was 137 Generation Z employees from PT X (a company that is dominated by Generation Z employees).

Table 1.
Demographic of Participants

No	Category		Percentage (%)
1	Gender	Male	26.3%
		Female	73.7%
2	Age (Years Old)	21-22	22.6%
		23-24	58.4%
		25-26	19.0%
3	Educational Background	High School	92.0%
		Bachelor's degree	7.3%
		Diploma Degree	0.7%
4	Marital Status	Married	44.5%
		Unmarried	54.8%
		Divorced	0.7%

The measuring instruments used in this study were the Utrecht Work Engagement Scale, Psychological Capital Questionnaire, and Job Demands-Resources Questionnaire.

Initially, all the measuring instruments were constructed in English, which was then translated into Indonesian version and verified by previous researchers (Anidya, 2019; Fachrial & Nuranisa, 2022; Rio, 2022).

The Utrecht Work Engagement Scale (UWES) by Schaufeli, et al. (2006) was used to measure work engagement in this study. This measuring instrument consisted of nine items distributed equally among three dimensions with three items for each dimension. The example of the items are “Saya sangat bertenaga ketika bekerja” (vigor), “Saya bangga dengan pekerjaan saya” (dedication), and “Saya merasa senang jika saya dapat fokus dalam bekerja” (absorption). Researchers did a reliability test for each dimension, and turned out that one item of absorption dimension was not reliable so that particular item was eliminated. After the researchers did the test again, the reliability for the three dimensions was 0.840 (vigor), 0.745 (dedication), and 0.639 (absorption – one item was eliminated).

The Psychological Capital Questionnaire (PCQ) by Luthans, et al. (2007) scale was used for measure psychological capital in this study. This measuring instrument consisted of twelve items with three items of hope dimension, three items of resilience, three items of self-efficacy dimension, and two items of optimism dimension. The example of the items are “Saat ini saya melihat diri saya cukup sukses di tempat kerja” (hope), “Saya dapat menjadi diri sendiri di tempat kerja” (resilience), “Saya merasa yakin saya mampu untuk mempresentasikan sesuatu di hadapan sekelompok rekan kerja saya” (self-efficacy), and “Saya selalu melihat sisi baik dari pekerjaan saya” (optimism). The reliability for the four dimensions were 0.721 (hope), 0.617 (resilience), 0.749 (self-efficacy), and 0.735 (optimism).

The Job Demands-Resources Questionnaire (JD-R Questionnaire) by Bakker and Demerouti (2014) was used to measure job resources. This measuring instrument consisted of seventeen items with three items of autonomy dimension, three items of social support dimension, five items of coaching dimension, three items of feedback dimension, and three items of opportunity for development dimension. The example of the items are “Saya ikut serta dalam proses pengambilan keputusan di tempat kerja” (autonomy), “Saya merasa dihargai oleh rekan kerja saya” (social support), “Atasan saya terbuka dan bersahabat” (coaching), “Saya dibekali informasi terkait target yang harus dicapai dalam pekerjaan saya” (feedback), and “Saya diberikan kesempatan untuk mengembangkan diri”

(opportunity for development). The reliability for the four dimensions was 0.712 (autonomy), 0.712 (social support), 0.887 (coaching), 0.699 (feedback), and 0.845 (opportunity for development).

All of the measuring instruments used in this study were using a Likert scale from 1 to 5. The participants had to answer each question of all the measures by choosing one of the available options with a Likert scale of (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly agree.

Result

Data analysis started with the Kolmogorov-Smirnov test method, with the aim of seeing the normality of the data that has been obtained. Based on the results of the Kolmogorov-Smirnov test, all variables showed $p > 0.05$, so it can be concluded the data in this study are normally distributed

Table 2.
Mean of Work Engagement, Psychological Capital, and Job Resources

Variable	Mean	Std. Deviation	Interpretation
Work Engagement	3.91	0.520	High
Psychological Capital	3.73	0.388	High
Job Resources	3.70	0.443	High

Researchers continued to analyze the data with descriptive tests, which produced an average score for each variable. It is known that the hypothetical mean of all three variable measuring instruments in this study is 3.00. Based on the results of each variable descriptive test (Table 2), it showed that Generation Z employees have a high average score of work engagement (M= 3.91), high average score of psychological capital (M= 3.73), and high average score of job resources (M= 3.70).

Table 3.
Correlation of Work Engagement, Psychological Capital, and Job Resources

	Work Engagement	Psychological Capital	Job Resources
Work Engagement	1	.602**	.554**
Psychological Capital	.602**	1	.592**
Job Resources	.554**	.592**	1

The results of Pearson Correlation testing between work engagement and psychological capital among Generation Z employees showed that there is a positive correlation where the r value is 0.602 with a significance value (p) of $0.000 < 0.05$ which means that the relationship is significant. Besides that, the results of Pearson Correlation testing between work engagement and job resources among Generation Z employees also showed that there is a positive correlation where the r value is 0.592 with a significance value (p) of $0.000 < 0.05$ which means that the relationship is also significant.

Table 4.
The Role of Psychological Capital and Job Resources on Work Engagement

Variables	<i>F</i>	<i>p</i>	<i>R</i> ²	<i>Adjusted R</i> ²	<i>Beta</i>
Psychological Capital on Work Engagement	76.699	0.000	0.362	0.358	0.808
Job Resources on Work Engagement	59.709	0.000	0.307	0.302	0.651
Psychological Capital and Job Resources on Work Engagement	48.959	0.000	0.422	0.414	Psycap: 0.567 JR: 0.357

The results of Simple Linear Regression testing on the role of psychological capital on work engagement among Generation Z employees showed that psychological capital has a positive significant impact on work engagement where the $F = 76.699$ with a significance value (p) of $0.000 < 0.05$. After that, the results of Simple Linear Regression testing on the role of job resources on work engagement among Generation Z employees showed that job resources have a positive significant impact on work engagement where the $F = 59.709$ with a significance value (p) of $0.000 < 0.05$. Besides that, the researchers also did a Simple Linear Regression on the role of both psychological capital and job resources towards work engagement and showed a positive significant impact where the $F = 48.281$ with a significance value (p) of $0.000 < 0.05$. Therefore, the results of the analysis showed that psychological capital and job resources have a positive significant role in work engagement.

Table 5.
The Role of Psychological Capital Dimensions on Work Engagement

Dimensions	<i>F</i>	<i>p</i>	<i>R</i> ²	<i>Adjusted R</i> ²	<i>Beta</i>
Hope	40.604	0.000	0.231	0.226	0.547
Resilience	57.532	0.000	0.299	0.294	0.589
Self-efficacy	18.193	0.000	0.119	0.112	0.323
Optimism	45.740	0.000	0.253	0.248	0.476

Based on the Linear Regression, a psychological capital dimension that has the biggest impact on work engagement is resilience where the $\beta= 0.589$ with a significance value (*p*) of $0.000 < 0.05$ which means that the role is positive and significant.

Table 6.
The Role of Job Resources Dimensions on Work Engagement

Dimensions	<i>F</i>	<i>p</i>	<i>R</i> ²	<i>Adjusted R</i> ²	<i>Beta</i>
Autonomy	6.133	0.015	0.043	0.036	0.192
Social Support	12.418	0.001	0.084	0.077	0.247
Coaching	47.756	0.000	0.261	0.256	0.496
Feedback	68.350	0.000	0.336	0.331	0.599
Opportunity for Development	67.072	0.000	0.332	0.327	0.501

Based on the results of Simple Linear Regression, the job resources dimension that has the biggest impact on work engagement is feedback where the $\beta= 0.599$ with a significance value (*p*) of $0.000 < 0.05$ which means that the role is positive and significant.

Discussion

This research was conducted with the aim of finding out the role of psychological capital and job resources on work engagement among Generation Z employees.

The finding shows that psychological capital along with each dimension has a significant role in work engagement among Generation Z employees. The result is in line with Hardianto and Pratiwi (2022) research which found a significant role of psychological capital in work engagement. This could happen because when employees have a certain amount of psychological capital, they could achieve higher job performance which is associated with appropriate work engagement (Yao, et al. 2022). The research findings also show that the psychological capital dimension that has the biggest impact on work engagement among Generation Z employees is resilience. This could happen because employees who have resilience are able to deal with stressful situations so that they can

more easily survive in their work environment and thus escalate their level of work engagement (Cabrera-Aguilar, et al., 2023).

Besides that, the result also shows that job resources along with each dimension have a significant role in work engagement among Generation Z employees. The results are in line with the research conducted by Aprilianingsih and Frianto (2022) who have found similar results. According to Iksan, et al. (2020), job resources can make employees feel proud of themselves for contributing to their company and also make them feel fulfilled which leads to higher work engagement. The finding also shows that the job resources dimension that has the biggest impact on work engagement among Generation Z employees is feedback. This could happen because feedback on employee performance can reduce job ambiguity, boost employees' motivation, and give employees a sense of purpose and direction, leading to increased work engagement (Xiao, et al. 2017).

Moreover, this research shows that psychological capital and job resources simultaneously have a significant role in work engagement among Generation Z employees. This is in line with the Conservation of Resources (COR) theory that state individual will try to maintain their resources so that the potential of stress can be reduced and lead them to positive outcomes (Hobfoll, et al. 2018). Psychological capital as personal resources along with job resources take a part as employee resources in order to reduce potential of stress. This situation will cause a positive outcome for the employees such as work engagement.

This study's results also show that psychological capital ($\beta = 0.567$) has a bigger impact on work engagement than job resources ($\beta = 0.357$). This is in line with the research conducted by Saputra (2019) that found psychological capital indeed has a bigger impact on work engagement than job resources. This can be caused by employees who have a high level of psychological capital who usually feel positive about their competencies to have a positive impact on their job, hard to get influenced by negative pressure from their environment, and these automatically improve their work engagement.

Although the results of the research can describe the role of psychological capital and job resources along with their dimensions on work engagement, this research still has limitations. The first limitation is the researcher could not directly observe the condition of the participants when filling out the questionnaire because this research drew data using

a questionnaire that was filled out online by participants via Google Forms. For example, when the environment is uncomfortable and not conducive. This made researchers unable to know the conditions and external factors that occur when filling out the questionnaire which might make the participants lose concentration or influence the participant's choice when answering the questionnaire. According to Parhusip (2021), situational influences have the potential to cause a change in behavior. Apart from that, there's another limitation that cannot be avoided is social desirability. Social desirability bias is when the participants prefer to pick responses, they believe are more socially acceptable, good, or positive answers, than their real opinion or feelings (Grimm, 2010).

Conclusion

Based on the results of this research, it can be concluded that psychological capital and job resources have a significant role in Generation Z employees. In this research, it is known that the psychological capital dimension that has the biggest impact on the work engagement of Generation Z employees is resilience. This research also finds that the job resources dimension that has the biggest impact on the work engagement of Generation Z employees is feedback.

Suggestion

After conducting research on Generation Z employees, the researcher found two suggestions, which are theoretical suggestions for the company and practical suggestions for further research. For theoretical suggestions, it can be suggested that further researchers conduct research to examine related variables with comparing employees between generations due to this research only examines Generation Z employee's participants. Seeing that each generation has different characteristics, it is important to examine further to see the way to handle each generation. For practical suggestions, researchers suggest that companies should maintain Generation Z employees work engagement by training their psychological capital and also providing their job resources. As stated by Kotze (2018), improving psychological capital and providing job resources may increase the perception of being empowered at work, which then represents an important factor to enhance work engagement. In order to improve Generation Z employees' psychological capital, the company can focus on their employees' resilience since it has the biggest impact

on work engagement. Companies can improve employees' resilience by giving them training, encouraging their adaptability, and also developing their problem-solving skills since these actions could help Generation Z employees handle challenges better and can positively improve their work engagement (Kasparkova, et al. 2018). The company also can focus on providing feedback for Generation Z employees since it is a part of job resources that has the biggest impact on work engagement. According to Chavan (2021), the company can provide feedback by creating a culture of trust, setting clear expectations, and making the feedback a two-way conversation. With this action, a company can enhance their employees' work engagement through feedback as a way to provide job resources.

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