Employee Engagement of Influencer Generation: The Role of Employee Voice, Organizational Culture, and Career Development

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Abstract

It is the goal of this research to figure out the extent to which elements such as employee voice, organizational culture, and career development have an impact on employee engagement among Influencer Generation, or generation Z as it is more commonly referred to. In this study, a quantitative methodology is utilized, and the participants are members of Influencer generation who are now employed. For the purpose of this investigation, the application SmartPLS version 4 and the Structural Equation Model (SEM) are utilized for the processing and analysis of the data. According to the findings of the analysis of the data, the factors of career development, corporate culture, and employee voice all have positive and significant effects on employee engagement. Due to the fact that these aspects have an effect on employee engagement, which in turn can lead to increased economic performance, researchers propose that organizations pay attention to employee voice, organizational culture, and career development.

INTRODUCTION

Human resources (HR) play a crucial role in driving a company's profitability. Organizations require people resources who exhibit loyalty, competence, and engagement. However, based on available statistics, it is evident that the human resource quality in Indonesia is comparatively deficient in comparison to other nations. The cause of this issue can be attributed to a deficiency in employee engagement. Enhancing employee engagement has the potential to positively impact many indices such as the Global Competitive Index, Human Development Index, and Global Talent Competitive Index, all of which currently exhibit suboptimal performance. The primary concern addressed in this study pertains to the deficiency in employee engagement, resulting in a diminished quality of human resources. By cultivating a workforce that possesses exceptional quality and qualifications, organizations can effectively stimulate growth and development.

Based on data from the Central Bureau of Statistics, it is observed that influencer generation is the most significant demographic group, accounting for around 27.94% of Indonesia's overall population, which is equivalent to over 75 million individuals. Influencer generation is poised to assume the mantle of driving both corporate and national advancement in the foreseeable future. However, the available research indicates that individuals belonging to influencer generation exhibit lower levels of workplace loyalty. In order to foster loyalty and commitment among influencer generation as individuals, it is imperative to provide them with

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a harmonious work environment that encompasses both balanced workloads and ample possibilities for personal and professional development.

Furthermore, it is crucial to note that this topic is intricately connected to the concept of employee voice, organizational culture, and career development. The younger generation, known as influencer generation or generation Z, exhibits a strong affinity for the auditory stimuli they encounter. Employee voice refers to the manner in which employees articulate their perspectives on various organizational matters, with the intention of having their opinions acknowledged and valued. In addition, employees tend to experience a diminished attention span during work, necessitating the establishment of a favorable organizational culture. Furthermore, their preference for collaborative work underscores the significance of cultivating a positive organizational culture. The concept of organizational culture serves to facilitate employees' comprehension of various aspects of the company, including its strategy, vision, mission, policies, values, conventions, and beliefs. Furthermore, career advancement serves as an additional source of motivation. Career development is a significant factor that can greatly impact a company's success, as it motivates people to strive for optimal performance in order to attain their objectives and maintain a clear sense of purpose in their job. The process of career development has the potential to enhance the knowledge, abilities, and skills of employees, while also contributing to their experience and acquisition of relevant credentials inside the organization. Consequently, this can lead to an overall growth and advancement of the company. The problem statement and research objective of this study were designed to investigate the potential impact of employee voice, organizational culture, and career development on employee engagement in influencer generation partially. Foremost, the study aimed to determine whether there is a simultaneous influence of employee voice, organizational culture, and career development on employee engagement in influencer generation.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According to BPS (Central Statistics Agency), influencer generation was born between 1997 and 2020. Influencer generation makes up 27.94% of Indonesia's 273 million population, or 74.93 million people. Influencer generation is tech-savvy and loves social media. Mahapatra et al. (2022) found that influencer generation values professional variety. The report shows influencer generation strongly supports workplace equality. Influencer generation values honesty. They enjoy discussing current events. Due to their love of technology and social media, influencer generation tends to share their thoughts and wants on social media. Due to rapid technological growth, influencer generation is inseparable from telephones, which has become part of their culture. Additionally, influencer generationers tend to learn about everything. Influencer generation can easily accept diversity and difference due to their easy access to information. Influencer generation's cultural orientation inhibits their geographical exploration because they rely on technology.

Dolot (2018) found that people choose adaptability and variety above stability at work, therefore they transfer employment often. Influencer generation is self-aware and likes to work in teams. Thus, if their needs are not met in the workplace, they become disengaged and unsatisfied. They use dialogue to communicate their opinions and want approval. Such an approach will make people happier and more active.

Employee engagement is an employee's emotional commitment to the company and its goals (Kruse, 2015: 6). Engagement does not guarantee happiness. Perhaps they are happy at work, but this does not mean they are productive. A sense of involvement does not necessarily lead to satisfaction. Many organizations do employee satisfaction surveys, but satisfaction

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continues. Committed employees care about their work. Individuals may avoid a specific vocation owing to pressure, financial incentives, or career progress. Committed employees work harder and are more motivated.

Every corporate executive will consider ways to expand profitability, stock prices, staff morale, and other growth initiatives. Employee engagement is important to attaining all that. Kenexa discovered in 2009 that companies with increased involvement had five-fold higher shareholder returns over five years. Towers Perrin found that net profits increased 6% for the companies in question in 2011. Gallup estimates that retailers gain £70 million in annual sales from increased involvement. Because of lower employee turnover, actively involved staff organizations spend less. This reduces recruitment, training, and onboarding costs.

Bakker & Leither (2010:152) list three components of employee engagement as follows: 1. Vigor. This dimension is shown by mental fortitude and positivity when working. This study measured vigor using cognitive resilience and positive task attitude; 2. Dedication. An individual's emotional connection and interest with their work is called emotional engagement. It may emerge as passion, pride, and a drive for professional and corporate innovation. This study measures these attributes utilizing employee excitement, pride, and innovativeness; 3. Absorption. The work ethic of dedicated workers, focus, job happiness, and work time perception reflect work experience.

Khan et al. (2023) defines employee voice as how employees express their opinions and ideas about the company or their personal interests. According to Azevedo et al. (2021), employee voice is allowing employees to share their ideas or suggestions to improve. Employee opinions can be used to inform company decisions. Voting shows employees' willingness to participate in the company, which can boost performance and efficiency. Employee participation is essential for transformation and innovation goals. Speech is usually addressed at a superior. Employee engagement guarantees that their feedback is directly tied to their involvement, which fosters innovation. According to Jha et al. (2019), employee voice occurs when employees are informed and participate in business decisions. Employee feedback includes their opinions and concerns. The employee voice lets workers voice their ideas to management and influence workplace decisions. Employee voice lets workers influence job-related decisions. Liang et al. (2012) and Fernanda (2021) mention promotive voice or promotional voice as the expression of ideas, recommendations, or new concepts that could improve a company's operations. This creative declaration offers ideas and ways for best improvements. Meanwhile, prohibitive voice also known as forbidden voice discourages or prevents specific activities or behaviors. This may raise concerns about conduct and work methods that could harm the firm. Based on research conducted by (Azevedo et al., 2021) it is stated that employee voice has an effect on employee engagement and the following hypothesis was created.

H_1: *There is a significant influence of employee voice variable on employee engagement in influencer generation.*

Organizational culture is the members' shared beliefs and understanding that set the organization apart. According to Robbins & Judge (2018:512), organizational culture has the following traits: fostering innovation and taking calculated risks, carefulness, aim for results, prioritize connections, focus on teamwork, hostility. Moreover, Robbins and Judge (2018) define corporate culture as core attitudes about work procedures, acceptable behavior, and discouraged acts. According to a study conducted by Cai et al. (2016), it is asserted that corporate culture has an impact on employee engagement. The researchers also propose a hypothesis based on this assertion.

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H_2: There is a significant influence of organizational culture variable on employee engagement in influencer generation.

According to Nasution et al. (2018), career development involves improving personal traits to achieve professional goals. It involves individuals planning their future careers inside a company, promoting optimal growth for both the personnel and the enterprise. Career development is an organization's methodical procedure to help employees achieve their professional goals. A new hire will have different information than an experienced worker. Experienced professionals have more knowledge and deeper viewpoints. Over time, their work outlook will change. In addition to earning money, work can bring personal fulfillment through recognition, surpassing authority figures, and aiming to higher positions. Xueling (2017) described the four dimensions of career development, consist of 1. Fair promotion (focus on how the company promotes well, based on their ability which shows justice and equity; 2. Provide information on how does the organization provide job openings and career clarity; 3. Pay attention to training as corporation prepares internal and external training, to help employees grow; and 4. Career cognitive where rotation raises employee awareness of their skills. Based on Basuki's (2018) research, it is asserted that employee engagement is influenced by career growth. This leads to the formulation of the following hypothesis.

H_3: There is a significant influence of career development variable on employee engagement in influencer generation.

Therefore, building upon the preceding partial hypothesis, the fourth hypothesis is established to examine the potential simultaneous influences of employee voice, corporate culture, and career development on employee engagement as follows

H_4: The employee voice variable, corporate culture, and career development have a substantial simultaneous effect on employee engagement in influencer generation.

RESEARCH METHOD

The research to be undertaken will employ specifically focusing on associative quantitative research. This approach aims to establish causal correlations between variables that are interconnected. The authors employed closed questionnaires as a data collection method, wherein participants were presented with a series of statements to respond to. The Likert scale was employed as the measurement instrument in this research, while the data collected was then analyzed using the SmartPLS4 software. Structural Equation Modeling (SEM) is a statistical technique employed for constructing and evaluating causal models in the form of statistical models. Structural Equation Modeling (SEM) encompasses a measuring methodology that employs several indicators to operationalize each component or variable. The data sources utilized in this study encompassed two distinct categories: primary data sources derived from respondents who completed questionnaires, and secondary data sources acquired from books, journals, and online resources.

The study focuses on individuals belonging to influencer generation (born between 1997 and 2012) who are now employed. The utilization of the Lemeshow formula is employed in light of the excessive employee engagement of influencer generation, under the assumption that the precise magnitude of the population remains undisclosed (Lemeshow, 1997). Consequently, a minimum sample size of 96 participants is procured. The present study consisted of a total of 101 participants. The employed sampling technique is classified as a nonprobability sampling

technique due to its inherent lack of equal opportunity for all members of the population. Specifically, the technique employed is purposive sampling, wherein the sample is deliberately selected based on predetermined criteria and considerations. There are two analyses involved in the data processing inside SmartPLS4. The initial step involves conducting an examination of the measurement model, which comprises two essential components: a validity test and a reliability test. The second study comprises a structural model that incorporates an inner model test, which includes various statistical measures such as R-square, Path Coefficient, T-Statistics, Predictive Relevance, and Model Fit.

RESULTS AND DISCUSSION
Results

The validity test is conducted using two ways, the first being convergent validity. This test aims to assess the validity of each indicator in relation to its latent variable. Discriminant validity, in the meantime, serves to assess the validity or invalidity of any variable along with its indicators.

Figure 1. Outer Model

When assessing convergent validity, the minimal threshold value is established at 0.7 for the outer loading, as stated by (Hair et al., 2019). If the obtained value is less than 0.7, then the indicator is deemed invalid. Outer loading refers to the value that an indicator possesses when it serves as a measure for the variable being measured. The results of the convergent validity test for external loading indicate that there are two indicators for employee voice and

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one indication for the organizational culture variable with values below the usual threshold of 0.7, therefore rendering them invalid. Subsequently, the signs are ultimately eradicated and subsequently reevaluated to ascertain their validity. Then it was tested again and results were received which showed that one of the indications in the employee engagement variable was invalid, therefore it had to be eliminated and tested again. The findings revealed that one of the indicators associated with the organizational culture variable was found to be invalid, necessitating its exclusion from the analysis. Consequently, the indicator was retested to ensure accuracy. The test results are acquired only when all the indications meet the standard and can be considered legitimate.

It can be explained that the employee voice variable EV23 indicator with the statement "I advise colleagues against unwanted behavior that can hinder work performance" has the biggest value of 0.865. These findings indicate that this particular indicator is the most accurate representation of the employee voice variable, and it is the indicator that employees debate the most frequently. The OZ21 indicator, which measures the organizational culture variable, has the highest value of 0.858 for the statement "At work I am directed to pay more attention to details." This demonstrates that this indicator most accurately depicts the variable of organizational culture, and the average employee perceives a strong obligation to perform tasks with meticulousness. In the career development variable, the CD21 indication, which represents the statement "Employees always receive information about career advancement," has the highest value of 0.893. This indicates that this particular signal is the most suitable representation of the career development variable, since it demonstrates that the typical employee in their workplace is provided with information regarding opportunities for career progression. The employee engagement variable, specifically the EE22 indicator measuring enthusiasm towards job performance, has the highest value of 0.878. This demonstrates that this indication is the most accurate representation of the employee engagement variable and, on average, employees express a strong sense of enthusiasm towards their work.

Once the measurement of external loading is finished, a test is conducted to determine the Average Variance Extracted (AVE), which represents the value of each variable. In this context, the variable serves as both the measure and the indicator being measured. As stated by Hair et al. (2019), the minimal threshold is established at 0.5. If the resulting AVE value is less than 0.5, it suggests the presence of remaining invalid indicators, necessitating retesting of the outer loading value. A variable is considered valid if its AVE value exceeds 0.5.

Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Conclusion
Employee Voice (X1)	0.69	Valid
Organizational Culture (X2)	0.626	Valid
Career Development (X3)	0.664	Valid
Employee Engagement (Y)	0.69	Valid

Source: data processed (2023)

Based on the provided table, it can be inferred that all research variables possess legitimate Average Variance Extracted (AVE) values, as each value exceeds 0.5. Therefore, the subsequent step involves computing discriminant validity. Fornell Larcker and Cross Loading tests assessed discriminant validity. Fornell Larcker tests the correlation between variables and between variables. Fornell Larcker's criterion requires that one variable's correlation with itself be stronger than the others. The outer loading value of the variable itself must be rechecked and

the smallest value deleted to ensure that the main variable for the variable itself is greater than the other variables. These results showed that the variable's value was bigger than the other variables, validating the data as shown in the following table.

Table 2. Fornell Larcker

	Employee Voice (X_1)	Organizational Culture (X_2)	Career Development (X_3)	Employee Engagement (Y)
Employee Voice (X_1)	0.871			
Organizational Culture (X_2)	0.846	0.859		
Career Development (X_3)	0.869	0.849	0.849	
Employee Engagement (Y)	0.882	0.878	0.904	0.859

Source: data processed (2023)

After Fornell Larcker testing, examine Cross Loading data. In the Cross Loading table, indicators are dropping since they were deleted because the Fornell Larcker test found indicators deficient for these variables. After that, the following table will show the variable values if X_1 is linked with the variables X_2, X_3, and Y.

Table. 3 Cross Loading

	Employee Voice (X_1)	Organizational Culture (X_2)	Career Development (X_3)	Employee Engagement (Y)
EV11	**0.858**	0.746	0.69	0.709
EV13	**0.906**	0.793	0.794	0.79
EV21	**0.872**	0.754	0.715	0.79
EV23	**0.846**	0.653	0.822	0.777
OZ21	0.824	**0.914**	0.776	0.812
OZ51	0.719	**0.853**	0.736	0.72
OZ61	0.627	**0.806**	0.672	0.727
CD11	0.785	0.688	**0.834**	0.822
CD12	0.79	0.789	**0.828**	0.828
CD21	0.717	0.669	**0.903**	0.745
CD22	0.623	0.625	**0.827**	0.658
CD32	0.746	0.813	**0.849**	0.756
EE11	0.85	0.832	0.809	**0.866**
EE12	0.683	0.747	0.648	**0.786**
EE13	0.789	0.765	0.741	**0.897**
EE21	0.71	0.772	0.809	**0.847**
EE22	0.745	0.722	0.817	**0.879**
EE31	0.757	0.685	0.824	**0.875**

Source: data processed (2023)

Reliability calculations show that data is dependable and has passed measurement after validity testing. The reliability test measures Cronbach's Alpha and Composite Reliability, which must be more than 0.7 (Hair et al., 2019), as can be seen in the following table.

Table 4. Cronbach's Alpha dan Composite Reliability

	Cronbach's Alpha	Composite Reliability	Conclusion
Employee Voice (X_1)	0.893	0.926	Reliable
Organizational Culture (X_2)	0.821	0.894	Reliable
Career Development (X_3)	0.903	0.928	Reliable
Employee Engagement (Y)	0.929	0.944	Reliable

Source: data processed (2023)

The table above demonstrates that each variable's Cronbach's Alpha and Composite Reliability values are above 0.7, indicating that each indicator can measure the variable and that the data is reliable. The subsequent phase involves assessing the structural model (inner model), which serves to observe and analyze the prevailing values, based on the determinant coefficient values, that can be seen in the following table.

Table 5. Coefficient determination values

Variable	R Square	Adjusted R Square
Employee Engagement (Y)	0.876	0.872

Source: data processed (2023)

The research findings show that the coefficient of determination (R-Square) is 0.876. This signifies that the exogenous variables, namely Employee Voice, Organizational Culture, and Career Development, have a significant impact on the endogenous variable, Employee Engagement, accounting for 87.6% of the variance. Subsequently, the remaining 12.4% of the observed outcomes are subject to the influence of additional exogenous variables that have not been incorporated into the scope of this particular investigation. Furthermore, the elucidation of the impact of each variable is also provided in the subsequent sections.

The subsequent step involves computing the path coefficient, which is a numerical representation indicating the direction of the relationship between variables, namely if the hypothesis has a positive orientation. According to Hair et al. (2017a), the criterion for the indicator is that the resulting path coefficients value must fall within the range of -1 to +1. If the value falls within the interval from 0 to +1, it is classified as positive, and conversely.

Table 6. Path Coefficients

	Employee Voice (X_1)	Organizational Culture (X_2)	Career Development (X_3)	Employee Engagement (Y)

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Employee Voice (X$_1$)				0.263
Organizational Culture (X$_2$)				0.294
Career Development (X$_3$)				0.426
Employee Engagement (Y)				

Source: data processed (2023)

The data indicates path coefficients above 0. Employee voice is 0.263, corporate culture is 0.294, and career development is 0.426. Thus, the hypothesis is beneficial. Thus, the independent variable positively affects the dependent variable. The subsequent step involves computing t-statistics by bootstrapping, a method used to assess significance by comparing the T-Statistics value to a standard significance level of 1.96, determining whether it is higher or lower. A t-value more than 1.96 implies statistical significance, while a t-value less than 1.96 shows lack of statistical significance. A significance level of 0.05 is established for P-values. If the P-values are less than 0.05, it indicates a positive result. Conversely, if the P-values are greater than 0.05, it indicates a negative result.

Table 7. t-Statistics (Bootstrapping)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (|O/STDEV|)	P values
X$_1$ -> Y	0.263	0.262	0.094	2.802	0.005
X$_2$ -> Y	0.294	0.289	0.086	3.406	0.001
X$_3$ -> Y	0.426	0.433	0.101	4.218	0

Source: data processed (2023)

The table indicates that the T-Statistics value for the employee voice (X$_1$) variable in relation to employee engagement (Y) is 2.802, which above the threshold of 1.96. In addition, the T-Statistics value of 3.406 for the organizational culture variable (X$_2$) in relation to employee engagement (Y) indicates that it is significantly greater than 1.96. The career development (X$_3$) variable on employee engagement (Y) has a T-Statistics value of 2.802, indicating that it above the threshold of 1.96. Moreover, based on the P Values, the employee voice (X$_1$) variable has a value of 0.005 for employee engagement (Y), indicating that it is less than 0.05. In addition, the organizational culture variable (X$_2$) has a value of 0.001 in relation to employee engagement (Y), indicating that it is statistically significant at a level below 0.05. The career development (X$_3$) variable for employee engagement (Y) has a value of 0, indicating that it is less than 0.05. The findings indicate that the independent factors employee voice (X$_1$), organizational culture (X$_2$), and career development (X$_3$) have a significant and favorable impact on the dependent variable employee engagement (Y).

The subsequent phase involves computing the predictive relevance, which quantifies the quality of the resulting observation value, which can be seen as follows.

Table 8. Predictive Relevance (Q^2)

Variable	Q^2 predict
Employee Engagement (Y)	0.863

Source: data processed (2023)

The table yields a value of 0.863, indicating that it is more than 0. Therefore, the observation value is considered satisfactory. Next phase is calculating model fit as an indicator that assesses the quality and appropriateness of the model under study, whether it is saturated model or estimated model.

Table 9. Model Fit

Variable	Saturated model	Estimated model
NFI	0.673	0.673

Source: data processed (2023)

The obtained number represents a numerical value of 0.673, which is equivalent to 67.3%. This indicates that the conducted study model is commendable and suitable.

The following table of hypothesis test result summarized the information regarding the influence of the independent variable on the dependent variable, whether it is proven or not, either partially or simultaneously.

Table 10. Hypothesis test results

Hypothesis	Original Sample	T-Statistics	P-Values	Conclusion
H_1: Employee Voice affect Employee Engagement	0.263	2.802	0.005	Accepted
H_2: Organizational Culture affect Employee Engagement	0.294	3.406	0.001	Accepted
H_3: Career Development affect Employee Engagement	0.426	4.218	0	Accepted

Source: data processed (2023)

Employee voice has a big impact on engagement. T-statistics show a value of 2.802, beyond the critical value of 1.96. The results' statistical significance is further supported by the P-Values of 0.005, which are below 0.05. Moreover, the path coefficient of 0.263 indicates a substantial link between the variables. We accept H_1. Path coefficient value of the employee voice construct is 0.263. Employee voice influences employee engagement by 26.3%, while other variables account for the rest. The study found that organizational culture positively affects employee engagement. The crucial T-Statistics value was 1.96, however 3.406 exceeded it. The P Values were 0.001, suggesting statistical significance as they were below 0.05. In addition, the path coefficient was 0.294. H_2 is accepted. Organizational culture has a 0.294 path coefficient. Organizational culture influences employee engagement by 29.4%, while other variables account for the rest. Career development positively impacts employee engagement,

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according to the study. The T-Statistics value of 4.218 exceeded the crucial value of 1.96. Additionally, the P-values were 0, showing statistical significance as they were below 0.05. The path coefficient was 0.426. H_3 is officially accepted. The career development analysis route coefficients are 0.426. Career development affects employee engagement 42.6%. Career development influences employee engagement more than the other three exogenous variables, according to the findings. According to the study, employee voice, corporate culture, and career development positively impacted employee engagement. H_4 is accepted.

Discussions

According to the findings from a survey conducted among 101 participants, the variable EV11, which measures the employee voice indicator, yielded the highest value of 4,336. This value corresponds to the statement "I am capable of generating and offering solutions for issues that may impact work units." This finding demonstrates that the aforementioned indicator is the most suitable representation of the employee voice variable, as it effectively captures the ability of employees to offer solutions for resolving issues within their respective work units. Furthermore, the indicator with the lowest score is EV24, which pertains to the statement "I report or discuss coordination problems at work with management." This particular indicator has a mean value of 4.126. This finding indicates that a significant number of participants refrained from discussing or reporting issues related to coordination with their superiors.

Based on the outcomes of a survey conducted among 101 participants, the highest value of 4,437 was obtained for the indicator OZ51, which measures the organizational culture variable. This indicator pertains to the statement "I experience greater enthusiasm when collaborating in a team, and my performance improves as a result of team work." This finding demonstrates that the aforementioned indicator is the most suitable representation of the organizational culture variable. Moreover, it is noteworthy that the majority of employees concur with this assessment and express feelings of contentment and enthusiasm when collaborating within a team setting. Furthermore, the OZ11 indicator exhibits the lowest score, with a mean value of 4.008, in relation to the statement "The company fosters innovation and promotes the generation of novel ideas." Based on this observation, it may be inferred that a significant proportion of the firms in which individuals are employed exhibit a dearth of innovation and fail to foster an environment conducive to the generation and implementation of novel ideas.

Based on the findings derived from the distribution of questionnaires to a sample of 101 participants, it was seen that the career development variable indicator CD12, which pertains to the statement "Every employee receives equitable opportunities for enhancing their career," exhibited the highest value of 4,286. This evidence demonstrates that the aforementioned indication is the most suitable representation of the career development variable, indicating that individuals have equal opportunities as their colleagues to enhance their professional trajectories inside the organization. Furthermore, the indicator CD41 exhibits the lowest value, specifically with regards to the statement "I was given the opportunity to explore a new position that I have never tried," which has a mean value of 4,008. This result indicates that the company's practice of job rotation, when employees are given the opportunity to experience different positions within the organization, is infrequent or non-existent.

Ultimately, after administering questionnaires to a sample size of 101 participants, it was found that the variable indicator EE13, which pertains to employee engagement and is measured by the statement "I am serious in doing my job," yielded the highest value of 4,387. This finding demonstrates that the aforementioned indication is the most suitable representation of the employee engagement construct, as it aligns with the consensus among the majority of

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employees who affirm their commitment to diligently fulfilling their responsibilities within the organization. Furthermore, it should be noted that the indication EE33 has the lowest value, with a mean score of 4.16, as indicated by the statement "Time flies when I do my work." Based on this value, it can be inferred that a significant number of respondents exhibit a reduced inclination to engage in job activities beyond their designated working hours, as they prioritize the importance of adhering to prescribed work schedules.

The examination outcomes demonstrate the influence of employee voice on employee engagement. The results obtained from the hypothesis test for H_1 demonstrate that Employee Voice has a statistically significant influence and displays a positive association with Employee Engagement. The research findings suggest that employees, especially those from the Influencer generation, seek recognition and appreciation for their thoughts and voices. They desire acknowledgment and esteem for their contributions. Neglecting to acknowledge or limit their expressions could negatively affect their sense of loyalty to the organization. Therefore, it is imperative for firms, especially their leaders, to understand the demands and expectations of employees from the Influencer generation, since they strive to be valued and have their voices heard. By implementing this strategy, firms can optimize employee engagement, resulting in enhanced company performance. The findings of this study align with the research conducted by Jha et al. (2019), which also concluded that employee voice exerts a substantial influence on employee engagement and can impact organizational effectiveness.

The findings derived from the hypothesis test conducted on the H_2 proposition indicate that organizational culture exerts a substantial impact and exhibits a favorable correlation with employee engagement. This implies that the organizational culture plays a significant role in enhancing employee engagement inside the company. If the organizational culture is unfavorable and is unaddressed, it can detrimentally affect both employee performance and corporate performance. It is imperative for firms to foster a culture of innovation, as this can enhance employee enthusiasm and motivation, leading to increased productivity and the development of cohesive and enjoyable teams. By cultivating a sense of attachment among employees, companies can effectively enhance overall organizational efficiency and performance. This observation aligns with the findings of previous studies done by Lee et al. (2017) and Cai et al. (2016b), as well as Ilyasa, Madhakomala & Ramly (2018) which highlight the significance of organizational culture as a determinant of employee engagement. Organizations must establish a corporate culture that fosters positive, enjoyable, and innovative environments to prevent employee disengagement and mitigate the risk of rapid staff attrition. By implementing such measures, the organization may ensure the sustained levels of employee engagement and company performance.

The findings derived from the hypothesis test for H_3 indicate that Career Development exerts a statistically significant impact and exhibits a positive correlation with Employee Engagement. This finding indicates that despite being a relatively young cohort, Influencer generation employees have a strong desire for career advancement possibilities. It is imperative for companies to comprehend and consistently endorse employees in the execution of their duties. Moreover, companies should furnish employees with effective and suitable training programs to enhance their competencies, skills, and knowledge. These factors significantly influence employee performance and subsequently impact overall company performance. Employee loyalty and attachment can be fostered through effective professional development opportunities, particularly among individuals belonging to Influencer generation. This finding aligns with the scholarly investigation undertaken by Basuki (2018), which posits that career development plays a significant role in shaping employee engagement within an organization.

According to this study, it is crucial for organizational leaders to possess a comprehensive understanding of their employees by offering effective career development opportunities. This approach fosters a sense of engagement and commitment among employees towards the organization. In this manner, it is anticipated that the aforementioned approach would yield a favorable outcome in terms of the company's future growth and progress.

CONCLUSION

In light of the findings, it is evident that several conclusions can be drawn. Additionally, a number of suggestions can be made based on these conclusions. It can be inferred that the information presented supports the notion that the stated objectives of this study, along with the formulated hypotheses, the findings of the research lead to the subsequent conclusions. Based on the data analysis and calculations, it can be inferred that the employee voice variable significantly affects employee engagement in the influencer generation. Additionally, the organizational culture factor has a notable impact on employee engagement in the same generation. Furthermore, it can be concluded that career development significantly influences the level of employee engagement in the influencer generation. Furthermore, it has been established that the factors of employee voice, organizational culture, and career development have a significant influence on employee engagement among those belonging to the influencer generation demographic.

Recommendation.

This study has limitations and research technique flaws. We can suggest organization-related research recommendations such Work coordination issues with management are reported or discussed with the lowest mean value in the EV24 indicator. This shows that many respondents do not report coordination issues to management. Companies must solve workplace coordination challenges to improve organizational effectiveness. The data show that employees may be hesitant to raise such concerns or may have reported them but not been heard. The company can use this strategy to improve in this industry. The statement "The company encourages me to innovate and encourages the creation of new ideas" gets the lowest OZ11 mean value. This shows that most respondents saw a lack of innovation and encouragement for new ideas at work. According to this study, firms may improve their innovativeness and generate new ideas to minimize employee stagnation and promote their development. The CD41 indicator, "I was given the opportunity to explore a new position that I have never tried," has the lowest mean value. This means that the company rarely offers job rotations or other work experiences. The company may consider rotating employees' employment to give them new experiences. This could improve firm performance by giving staff new skills and knowledge in diverse fields. According to "Time flies when I do my work," the EE33 indication has the lowest mean value. This shows that many respondents are less likely to work outside of their regular hours. If the company finds it feasible to require employees to work beyond their designated working hours under certain conditions, it may be wise to offer supplementary remuneration or incentives to keep employees happy and appreciated, fostering sustained high performance.

This study shows that other variables can affect employee engagement, so future researchers and influencer generation may benefit from using these factors. This survey sampled influencers. Future academics may investigate other generational groups or sectors. It is also vital to recognize that future research and development can solve indicator limitations and improvements. The data also imply that employee voice, corporate culture, career development, and influencer generating employee engagement are linked. Influencer

generation members who tend to get bored quickly should provide comments or address difficulties. These thoughts and inputs can benefit the company and the individual. A healthy organizational culture can help the company expand and improve skills, knowledge, and experience, promoting career advancement and self-efficacy. Influencer generation is a large demographic primed to lead in the next years. Thus, this generation must have good qualities to succeed.

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