Job Satisfaction and Perception of Organizational Support with Work Engagement of Gen Z Employees

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ABSTRACT: This research aims to determine the relationship between job satisfaction and perceptions of organizational support on work engagement among Gen Z employees. Gen Z, which includes individuals born between 1995 and 2010, is a generation that shows different characteristics in the world of work compared to previous generations. This research method uses a correlational quantitative approach with a sample size of 350 Gen Z employees. The instruments used in this research are a job satisfaction scale, a scale for perceptions of organizational support, and a work engagement scale, which is measured using a 4point Likert scale. The research results show that there is no significant relationship between job satisfaction and work engagement, nor between perceived organizational support and work engagement. The effective contribution of these two variables to work engagement is only 0.7%.

KEYWORDS: Job satisfaction, Perception of organizational support, Work engagement, Generation Z.

I. INTRODUCTION

Employee engagement has become one of the key topics in industrial and organizational psychology. Employees with high job engagement tend to be more productive, dedicated, and stay longer in the organization (Schaufeli & Bakker, 2004). However, with the emergence of a new generation in the workforce, particularly Generation Z, the pattern of job engagement has changed. Generation Z, known for its adaptability to technology and desire for rapid career mobility, often shows lower levels of engagement compared to previous generations (Dwidienawati & Gandasari, 2018).

Human resources with weak job engagement can pose a significant challenge to organizational sustainability. Gen Z employees often have lower loyalty and a higher tendency to switch jobs more quickly compared to other generations (LinkedIn, 2020). Nindyati (2017) mentions that if human resources do not remain in the organization for long, it can become a problem for organizational continuity. Employee turnover has negative impacts, such as affecting coworkers, disrupting company efficiency, and increasing operational costs (Krisbiyanto, 2013; Mobley, 1986). Currently, employee engagement is under the spotlight due to its significant influence on both organizations and the individuals within them (Darani, 2013; Mahboubi et al., 2015; Van den Broeck et al., 2016; Vuori et al., 2012). Schaufeli and Salanova (2007) revealed that engaged employees tend to feel more satisfied, committed, and less likely to leave their jobs or seek alternative opportunities. Organizations must be able to foster employee engagement.

One internal variable that supports job engagement is job satisfaction. Job satisfaction is closely related to employee engagement. Employees who experience job satisfaction are more likely to develop strong attachment to their organization. The influence of job satisfaction on employee engagement is positive, meaning that the higher the level of job satisfaction, the higher the level of employee engagement (Kari, 2013). Low job satisfaction is often found in companies and can lead to loss of morale and decreased productivity. Job satisfaction is crucial because it relates to an individual's feelings about their work outcomes (Gianakis, 1997). Kertriasih et al. (2018) argued that when employees feel satisfied at their workplace, it fosters a sense of attachment, enabling them to work optimally. In line with this view, Garg et al. (2018) also stated that job satisfaction has a positive relationship with job engagement.

An external variable that supports job engagement is perceived organizational support. Perceived organizational support is important because it provides an explanation of the relationship between organizational treatment, employee attitudes, and behavior towards the job and organization (Ardianto, 2009). The way an organization treats its employees affects work quality. Therefore, companies that want to succeed need to have strategies in place for treating employees well to avoid losing their best talent (Mujiasih & Ratnaningsih, 2012). Employees who feel supported by the organization will perform better and be more committed to the organization's goals (Eisenberger et al., 2002). Employees who perceive organizational support will work with extra effort and contribute to achieving organizational goals.

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Hence, understanding the factors that can enhance their job engagement becomes essential. Job satisfaction and perceived organizational support are two factors that, theoretically, can contribute to increasing employee engagement. However, whether these two factors significantly influence job engagement among Gen Z employees still needs further investigation.

II. LITERARTURE REVIEW

A. *Employee engagement*

Employee engagement is defined as a positive mental state characterized by vigor, dedication, and absorption in one's work (Schaufeli et al., 2002). Employees who have high engagement exhibit enthusiasm, deep concentration, and pride in their job, leading them to perform better and have a stronger desire to stay with the organization. Albrecht (2010) suggests that employee engagement occurs when employees possess abundant energy and positive motivation to actively contribute to the success of the organization. Engaged employees feel resilient and strong both physically and mentally, as they have a positive motivation that makes them feel happy and satisfied with their work, which in turn encourages them to give their best for the organization's growth. According to Schaufeli et al. (2002), employee engagement consists of three main aspects: vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience during work, dedication involves a strong sense of significance, enthusiasm, and pride in one's job, while absorption is being fully concentrated and deeply engrossed in one's work. Several factors influence employee engagement, including job satisfaction, leadership, communication, and health and safety (Vazirani, as cited in Riandana & Noviati, 2014). Job satisfaction relates to the fulfillment employees feel from their work, which significantly impacts their overall engagement. Effective leadership provides direction, support, and motivation, creating an environment that fosters engagement. Open and transparent communication helps employees feel informed and valued, promoting a sense of belonging. Additionally, a safe and healthy work environment ensures employees can perform their tasks without concern for their well-being, thereby enhancing their engagement with the organization.

B. *Job Satisfaction*

Job satisfaction refers to employees' feelings about their job, encompassing various aspects such as salary, promotion opportunities, relationships with supervisors, and the work environment (Spector, 1997). Research shows that satisfied employees are more emotionally engaged and enthusiastic about contributing to the organization (Locke, 1976). Hasibuan (2003) describes job satisfaction as a pleasant emotional state that makes individuals enjoy and love their work. When employees feel that their job brings them happiness, they will be satisfied and will strive to perform their duties to the best of their abilities. This satisfaction is reflected in work morale, job performance, and discipline. According to Spector (1997), nine aspects significantly influence job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. Additionally, Sutrisno (2014) identifies several factors that affect job satisfaction, including physical factors such as the work environment and safety; psychological factors like job security, recognition, and appreciation; financial factors such as compensation and bonuses; and social factors, which involve relationships with colleagues and organizational culture. By addressing these aspects and factors, organizations can create a more engaged and satisfied workforce, ultimately enhancing productivity and organizational success.

C. *Perceived Organizational Support*

Perceived organizational support refers to employees' beliefs about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). This support can include recognition of achievements, development opportunities, and a positive work environment. Employees who feel supported by the organization tend to be more committed and engaged in their work (Rhoades & Eisenberger, 2002). According to Eisenberger, as cited by Tanudjaja (2013), perceived organizational support impacts various aspects such as organizational commitment, employee engagement, job-related affect, withdrawal behaviors, or intentions to leave the organization, and can even reduce the stress experienced by employees. A meta-analysis conducted by Rhoades and Eisenberger (2002) indicated that three main categories of perceived treatment are associated with perceived organizational support: fairness, supervisor support, and organizational rewards and job conditions. Fairness refers to the methods used to allocate resources among employees, ensuring equity in the workplace. Supervisor support involves the extent to which supervisors appreciate the contributions or efforts of their subordinates and show concern for their well-being. Organizational rewards and job conditions pertain to the recognition of employees' contributions to the organization and the quality of the work environment provided to them. Additionally, factors influencing perceived organizational support include the organization's attitude toward employees' ideas, responses to employees facing difficulties, and attention to employee well-being and health. By fostering a supportive environment, organizations can enhance employees' sense of belonging, commitment, and overall job satisfaction, leading to improved organizational outcomes.

III. METHODOLOGY

This study employs a quantitative correlational method aimed at measuring the relationship between job satisfaction and perceived organizational support with work engagement among Gen Z employees. The research uses a correlational design, in which

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the researcher seeks to identify the extent to which the two independent variables, job satisfaction and perceived organizational support, are related to the dependent variable, work engagement. The population in this study consists of Gen Z employees in Indonesia, born between 1995 and 2010. A sample of 350 Gen Z employees was selected using purposive sampling, meaning that participants were chosen based on characteristics that meet the research criteria. These criteria include employees aged 14-29 years who are willing to participate in the study. Data were collected using three Likert-scale instruments: the Job Satisfaction Scale, adapted from the Job Satisfaction Survey (JSS) by Spector (1997); the Perceived Organizational Support Scale, adapted from the Survey of Perceived Organizational Support (SPOS) by Eisenberger et al. (1986); and the Work Engagement Scale, using the Utrecht Work Engagement Scale (UWES) by Schaufeli & Bakker (2003). Each scale consists of several statements with response options ranging from 1 (strongly disagree) to 4 (strongly agree). Instrument validity was tested using the corrected item-total correlation method, while instrument reliability was tested using Cronbach's Alpha. The results of the validity and reliability tests indicate that all instruments have adequate validity and reliability for use in this study, with Cronbach's alpha values greater than 0.80.

IV. RESULT AND DISCUSSION

Based on the results of partial correlation tests on the relationship between job satisfaction and work engagement, a t-score of 1.466 was obtained with a significance value of 0.143 ($p > 0.05$). This means that there is no significant relationship between job satisfaction and work engagement. It can be concluded that there is no positive relationship between job satisfaction and work engagement among Gen Z employees. In other words, the level of job satisfaction, whether high or low, does not affect the work engagement of Gen Z employees. Although many previous studies have shown a positive relationship between job satisfaction and work engagement, the results of this study indicate no significant relationship among Gen Z employees. Gen Z employees have different values and expectations compared to previous generations (Ng, Schweitzer, & Lyons, 2010). They value flexibility, self-development, and work-life balance more than conventional job stability and satisfaction. Therefore, even if they feel satisfied with their job, this satisfaction does not necessarily translate into higher work engagement (Schroth, 2019). Gen Z may feel satisfied with certain elements of their work environment but still not feel engaged due to a lack of challenges, development opportunities, or meaning in their work (Becton, Walker, & Jones-Farmer, 2014).

Based on partial analysis tests of the relationship between perceived organizational support and work engagement, a t-score of -0.462 was obtained with a significance value of 0.645 ($p > 0.05$). This means that there is no significant relationship between perceived organizational support and work engagement. This could be due to a shift in how Gen Z evaluates organizational support. They may place higher value on personal initiative and team collaboration rather than formal organizational support (Pew Research Center, 2019). Gen Z tends to be more independent and has high expectations for career development and work flexibility. They may not be as influenced by perceived organizational support compared to previous generations who relied more on stability and support from the organization (Twenge, 2017; Deloitte, 2018). Gen Z is often more motivated by internal factors such as personal achievement, skill development, and the opportunity to do meaningful work. Therefore, their work engagement may be more influenced by these factors rather than by perceived organizational support (Schaufeli & Bakker, 2004). With the rise of technology and rapid changes in the way work is done, Gen Z is more accustomed to dynamic and flexible work environments. They may view organizational support as less relevant compared to the freedom to manage their own work processes (Fuchs, 2014).

Based on simultaneous calculations using multiple regression analysis, a score of $R = 0.083$ with a significance value of 0.302 ($p > 0.01$) was obtained. This indicates that there is no relationship between job satisfaction (X1) and perceived organizational support (X2) with work engagement (Y). The effective contribution in this study is 0.007. This means that job satisfaction and perceived organizational support have an influence of 0.7% on work engagement, indicating that the combination of job satisfaction and perceived organizational support does not affect work engagement among Gen Z employees. For Gen Z, aspects of job personalization and work-life balance may be more decisive for their engagement than job satisfaction and organizational support directly. However, in the context of Gen Z, the factors influencing work engagement may differ. A study by Twenge et al. (2010) revealed that Gen Z holds different values and expectations in the workplace.

V. CONCLUSIONS

This study examines the relationship between job satisfaction, perceived organizational support, and work engagement among Gen Z employees, born between 1995 and 2010, who are well-versed in technology and prioritize flexibility and work-life balance. The results indicate that there is no positive relationship between job satisfaction and work engagement, as Gen Z values flexibility and self-development more than conventional job satisfaction. Additionally, perceived organizational support does not have a significant effect on work engagement, as Gen Z tends to value personal initiative and team collaboration over formal organizational support. The combination of job satisfaction and perceived organizational support also does not influence work engagement. Factors such as personal achievement, skill development, and the opportunity to engage in meaningful work have a greater impact on Gen Z's work engagement compared to these conventional factors, highlighting the importance of understanding the unique values and expectations of Gen Z employees.

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