

**EMPLOYEE RESILIENCE AND ORGANIZATIONAL SUPPORT AS PREDICTORS OF WORK
ENGAGEMENT IN GENERATION Z EMPLOYEES AT TECHNOLOGY COMPANIES IN
JABODETABEK**

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Abstract

This study aims to investigate the roles of employee resilience and organizational support in the work engagement of Generation Z employees in the Jabodetabek area, particularly in technology companies. Quantitative methods were used with 201 participants, and the sampling technique was non-probability, convenience sampling. This study used the Utrecht Work Engagement Scale, the Survey of Perceived Organizational Support, and the Resilience at Work Scale as instruments. The collected data were analyzed using multiple regression analysis. The results showed that employee resilience and organizational support are essential in increasing work engagement among Generation Z employees at technology companies in Jabodetabek. The findings of this research provide valuable insights into the dynamics of work engagement among Generation Z employees at the technology companies in Jabodetabek. Notably, the results indicate that both employee resilience and organizational support play pivotal roles in enhancing work engagement among this specific demographic group in technology companies in the region. These findings contribute to our understanding of the factors that drive employee engagement and may have practical implications for HR and organizational strategies aimed at enhancing the work engagement of Generation Z employees.

Keywords: employee resilience; Generation Z; perceived organizational support; technology companies; work engagement

Introduction

Work engagement represents a positive, fulfilling work-related psychological state characterized by dedication, vigour, and absorption (Schaufeli & Bakker, 2006). Prior studies show that engaged employees exhibit stronger emotional commitment to their organization, better capacity to handle pressure, and greater adaptability to change, critical qualities in dynamic technology environments (Cooke et al., 2016; Lee et al., 2018). High work engagement has also been linked to increased organizational commitment and lower turnover intention (Paul & Kee, 2020), while low engagement is associated with stress, exhaustion, and diminished ability to meet job demands (Schaufeli & Bakker, 2018). For Generation Z employees in technology companies, cultivating high engagement is particularly important, as organizations increasingly rely on proactive, energetic individuals who demonstrate initiative and contribute enthusiastically to organizational success (Bakker & Leiter, 2010).

Generation Z will dominate the Indonesian labour force. Generation Z is the generation born between 1997 and 2012 (Dimock, 2019). Generation Z has unique characteristics that affect work engagement. Schroth's (2019) research shows that Generation Z tends to be easily depressed and anxious in the face of uncertainty. The Generation Z limitations in mental resilience can be an obstacle in dealing with the pressures and challenges that arise in the work environment. According to APA (2018), when Generation Z faces demanding situations, it tends to feel emotionally battered and has difficulty recovering quickly, which can affect its level of attachment to work.

In addition, Generation Z tends to focus on instant gratification. As a group that grew up in the digital age, Generation Z is accustomed to immediate gratification and instant results. Therefore, Generation Z tends to seek recognition and quick results at work. When Generation Z does not receive recognition or the opportunity to achieve success quickly, their motivation to work with passion may decrease (Hubbard, 2021). Furthermore, Generation Z also often relies on external support, such as recognition on social media or praise from peers, to maintain their work engagement (Forbes, 2023). Given Generation Z's characteristics, organizations need to ensure that their employees, who will dominate Generation Z, have strong work engagement.

Although work engagement is significant for the company's sustainability and achievement of business goals, not all employees have strong work engagement. Every company has its own challenges, and technology companies are currently conducting mass layoffs. According to data from Ecommurz (2023), at least 7,000 more employees were affected by mass layoffs in Indonesia, and, according to Layoffs.fyi, as many as 200,000 employees from technology companies worldwide were affected by mass layoffs in June 2023. This shows that technology companies are facing severe challenges, leading to mass layoffs. According to Forbes (2023), the reasons behind the wave of mass layoffs in the technology industry include strategic changes, company financial performance, and technological advances. These factors encourage technology companies to evaluate their workforces to adapt to changing economic conditions.

Tech companies are often criticised for threatening employees' mental well-being, such as burnout, isolation, and a lack of work-life balance. According to a Teamblind.com survey of 11,000 participants, 60% of employees in technology companies experience burnout, leading them to consider leaving the company and work suboptimally. The impact of technology companies laying off employees can cause anxiety and uncertainty. This situation underscores the importance of ensuring

employees have strong work engagement. With good work engagement, employees will be more motivated to stay productive and contribute positively to achieving company goals. In addition, good work engagement can help reduce turnover rates and retain potential talent (Paul & Kee, 2020). Under these conditions, focusing on work engagement is key to maintaining stability and building a competitive work environment oriented towards long-term growth and success.

According to Bakker and Demerouti (2017), work engagement is influenced by two sets of factors: internal and external. Internal factors related to individual resources, such as self-confidence, motivation, and personal skills. External ones related to work resources, such as social support, fair rewards, and a supportive work environment. One internal factor is personal resources, which relate to the individual's psychological state and the belief that they can control the situation and have a positive impact on their environment (Bakker & Demerouti, 2014). An example of an internal aspect that acts as a personal resource is resilience.

Today, economic conditions are changing rapidly and unpredictably. These conditions are known as Volatility, Uncertainty, Complexity, and Ambiguity (VUCA; Codreanu, 2016). An unstable business environment really requires employees to be adaptable. Resilience skills help employees better deal with uncertainty, stay focused, and resist external pressures. According to Connor & Davidson (2003), resilience is defined as an individual's ability to deal with anxiety, reactions to stress, and depression. In the context of working individuals, there is a concept called employee resilience.

Employee resilience is a condition characterised by adaptive behaviour, the ability to develop well at work, and the ability to face job challenges (Kuntz et al., 2016). When individuals have high resilience, they are better able to cope with uncertainty and ambiguity and maintain an optimistic attitude (Ayala & Manzano, 2014). In addition, resilient employees will grow stronger and better able to overcome problems (Naswall, 2013). Resilience contributes to the development of a proactive work attitude (Lengnick-Hall et al., 2011). Resilient employees see challenges as opportunities to grow and develop new skills. They may be more likely to take initiative, seek out new opportunities, and actively participate in challenging projects. This attitude reflects work engagement as proactive employees tend to be more enthusiastic about their tasks (Kuntz et al., 2016). The presence of resilient employees is critical to a company's long-term sustainability, as they can respond positively and competently to adversity (Cooke, 2016).

In general, employees' resilience level has a substantial impact on their work engagement. Resilience influences the way employees face challenges, manage stress, take initiative, and be proactive. All these factors together form the framework for high work engagement, which not only improves individual performance but also contributes to the organization's productivity and overall success. Therefore, organizations need to consider efforts to improve employees' resilience as a strategy to strengthen their work engagement and well-being.

Previous studies by Kasparkova et al. (2016) have shown that employee resilience positively correlates with work engagement; resilient employees are more engaged in their work, demonstrating enthusiasm, commitment, and motivation to contribute their best efforts to their organizations. On the flip side, their less resilient peers, who struggle with stress and challenges, may find it challenging to achieve the same level of satisfaction and engagement in the workplace.

Besides internal determinants, work engagement is also shaped by external factors, particularly job resources. One important job resource is organizational support, or perceived organizational support, which reflects the extent to which employees believe the organization values

their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). According to their findings, when an organization demonstrates concern for employee welfare and acknowledges employee efforts in achieving corporate objectives, it fosters favourable outcomes, including higher levels of engagement (Gupta & Sharma, 2016). Supportive organizational practices strengthen employees' trust in the organization and enhance satisfaction, engagement, and overall performance (Meintjes & Hofmeyr, 2018).

A key dimension of organizational support for Generation Z employees is the fulfilment of their psychological needs. Employees from this generation typically place a high value on recognition and appreciation for the work they contribute (APA, 2018). Organizational initiatives that provide acknowledgement, praise, and appreciation encourage employees to feel valued and motivated to contribute at a higher level. When employees perceive that their efforts are supported and recognised, they tend to show stronger engagement with their work and greater enthusiasm in striving toward organizational goals.

Generation Z employees also highly appreciate organizations that provide an environment where employees can continuously develop their skills and improve their employability (Iorgulescu, 2016). In addition, Generation Z employees also want flexible work schedules (Aggarwal, 2020) and get feedback on their work (Dolot, 2018). Based on research by Yuniawan et al. (2021), perceived organizational support is shown to influence work engagement, indicating that the greater the organizational support offered by the company, the higher the work engagement of Generation Z employees.

Overall, organizational support contributes to employee work engagement. It shapes positive perceptions of work, drives motivation, and allows employees to feel emotionally and cognitively connected to work. By fostering a supportive environment, organizations can promote high work engagement among employees and positively impact productivity, employee retention, and the organization's long-term success.

Previous studies from Imran et al (2020) have shown that perceived organizational support positively correlates with work engagement. When employees perceive that their organization values and supports them entirely, it has far-reaching effects. This support translates into improved psychological well-being, reduced stress, and increased overall job satisfaction. Furthermore, it fosters social well-being, fostering a sense of belonging and positive relationships with peers and superiors. Emotional well-being is also positively influenced, leading to a more positive emotional state at work. These enhanced well-being aspects collectively contribute to heightened dedication and engagement in their work. When employees feel psychologically, socially, and emotionally well, they are more inclined to be motivated, committed, and enthusiastic about their job tasks, investing extra effort and energy, and ultimately, leading to increased productivity and a positive impact on the organization.

Having a high level of work engagement has a significant positive impact on work productivity, individual performance, and organizational performance. Therefore, work engagement needs to be studied among Generation Z today, as it will be a significant part of the workforce and the future of work. Understanding the factors influencing Generation Z's work engagement is crucial for companies and organisations to optimise productivity, enhance employee retention, and create a positive, competitive work environment. The novelty of this study lies in the use of all three variables, with Generation Z in technology companies as the population.

Methods

Research Design

Researchers want to examine the roles of employee resilience and organizational support in the work engagement of Generation Z employees at technology companies in Jabodetabek, using a quantitative approach. This is because the quantitative approach is specific, well-established, valid, and reliable, has been tested, and can be explicitly defined and recognized (Kumar, 2018). In this study, data were collected using a cross-sectional approach, meaning they were collected at a single point in time (Kumar, 2018). This research employs quantitative methods, a non-experimental design, and multiple linear regression.

Sample and Sampling Techniques

The sample is part of the population that can represent the entire population (Victoria et al., 2021). Determining the sample size in this study follows the theory proposed by Tabachnick & Fidel (in Dancey & Reidy, 2017). The sample size was determined using the formula $N \geq 50 + 8M$, where M is the number of research variables. This study uses three variables, so the minimum sample size is 74. In this study, sampling techniques use non-probability, where members of the population do not have the same opportunity to be sampled (Sugiyono, 2015). The type of non-probability sampling applied is convenience sampling, in which participants are selected based on criteria of convenience and availability to participate in the study (Cresswell, 2018). Data collection via Google Forms and circulated via various social media channels, such as WhatsApp, Instagram, and LinkedIn.

Data Collection Tools

Data collection used a questionnaire consisting of a series of written statements for participants to answer. The questionnaire was chosen as a data collection technique because it makes it easier for researchers to reach participants in line with the research criteria and is more efficient in terms of time. The questionnaire was accessed via Google Forms and circulated via social media, including Instagram and WhatsApp. The questionnaire comprises 3 important parts: informed consent; the Resilience At Work Scale, which measures employee resilience; the Survey of Perceived Organizational Support, which measures organizational support; and the Utrecht Work Engagement Scale-9, which measures work engagement.

Instruments

The assessment of work engagement in this study employed the Utrecht Work Engagement Scale-9 (UWES-9) developed by Schaufeli, Bakker, and Salanova (2006). This instrument consists of three core dimensions that there are vigour, dedication, and absorption, comprising a total of nine items. Participants responded to each statement using a seven-point Likert scale ranging from 0 ("never") to 6 ("always").

Employee resilience was measured using the Resilience at Work Scale (RAWS) formulated by Winwood (2013). This tool includes seven dimensions: living authentically, finding purpose, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and developing networks, amounting to 20 items. Responses were recorded on a seven-point Likert scale (0–6), with anchors from "strongly disagree" to "strongly agree."

Organizational support was assessed using the Survey of Perceived Organizational Support (SPOS) originally introduced by Eisenberger et al. (1986), which contains 36 items across six dimensions. The instrument was subsequently refined by Eisenberger et al. (2020) into a unidimensional scale comprising 10 items. Despite the reduction in item count, the measure retains strong psychometric properties, with factor loadings exceeding 0.65. For this scale, participants indicated their agreement using a seven-point Likert response format (1–7), from “strongly disagree” to “strongly agree.” The researchers decided to use the three instruments since they are commonly used to measure our study variables. The instruments have been proven regarding their validity and reliability through years of use in multiple studies.

Table 1. *Blueprint of Utrecht Work Engagement Scale-9, Resilience at Work Scale, and Survey of Perceived Organizational Support*

Instruments Name	Dimensions	Items Number	Total Item
Utrecht Work Engagement Scale-9	Vigor	1,2,5	3
	Dedication	3,4,7	3
	Absorption	6,8,9	3
Resilience at Work Scale	Living authentically	1,2,3	3
	Finding one's calling	4,5,6,7	4
	Maintaining perspective	8,9,10	3
	Managing stress	11,12,13,14	4
	Interacting cooperatively	15,16	2
	Staying healthy	17,18	2
	Building networks	19,20	2
Survey of Perceived Organizational Support	Perceived Organizational Support	1,2,3,4,5,6,7,8,9,10	10

In testing construct validity and reliability, researchers use the Rasch Model approach. The selection of validity and reliability testing using the Rasch Model was carried out to enable more accurate measurement interpretation. The UWES-9 measuring instrument has an item reliability of 0.94, categorized as excellent (Sumintono & Widhiarso, 2014), while the RAWES measuring instrument has an item reliability of 0.82, which is in the good category. In addition, the item reliability of the SPOS measuring instrument was 0.90, which was also categorized as good (Sumintono & Widhiarso, 2014).

Results

Table 2. *Participants Categorization*

Category	Frequency	Percentage (%)
Work Engagement		
Low	179	89%
High	22	11%
Total	201	100%
Employee Resilience		
Low	104	51%
High	97	47%
Total	201	100%
Organizational Support		
Low	102	51%
High	99	49%
Total	201	100%

Based on the results in Table 2, the descriptions of work engagement, resilience, and organizational support among Generation Z employees in Jabodetabek, especially in the technology sector, exhibit diverse characteristics. Regarding work engagement, most employees are in the low category, with 179 participants (around 89%). Meanwhile, in terms of resilience, the majority of employees are in the medium category, with 104 participants or around 51%. In terms of organizational support, most employees are in the low category, including 102 participants or around 51%.

Table 3. *Participant Score*

Variable	Xmax	Xmin	Mean	StDev
Work Engagement	54	36	47.22	4.416
Employee Resilience	70	119	103.56	9.060
Organizational Support	33	60	51.77	5.180

The classical assumption tests performed in this study consist of the normality test, the multicollinearity test, and the heteroscedasticity test. The normality assessment, conducted using the Kolmogorov–Smirnov procedure, produced a p-value of 0.065 (> 0.05), indicating that the normality criterion is met and the data are normally distributed.

A multicollinearity evaluation was then carried out for the independent variables—organizational support and employee resilience. Both variables showed VIF values of 5.014, which remain below the threshold of 10, and Tolerance values exceeding 0.10. These results suggest that multicollinearity is not present, confirming that the regression model is free from intercorrelation issues among the predictor variables.

The heteroscedasticity assessment employed the Glejser test by regressing the absolute residuals (AbsRes) on the predictors. The significance values for organizational support and employee

resilience were 0.315 and 0.749, respectively, both exceeding the 0.05 significance level. This indicates that the assumption of homoscedasticity is satisfied and that the regression model does not display heteroscedasticity. Overall, the dataset meets the essential assumptions required to ensure the validity of the regression analysis.

Table 4. *Multiple Linear Regression Results*

Variable	B	Sig.
(Constant)	9,681	0,000
Organizational Support	0,515	0,000
Employee Resilience	0,105	0,024

Based on the results of multiple linear regression test, the constant value is 9,681 ($R^2=0.641$). This means that if there is no change in organizational support and employee resilience, the value of work engagement will remain at 9,681. Furthermore, the regression coefficient for the employee resilience variable is 0.105, and it is also positive. This means that if the employee resilience variable increases by 1 point, while the other independent variables remain constant, the work engagement variable will increase by 0.105. Similarly, the regression coefficient for the organizational support variable is 0.515, which is positive. This indicates that if the organizational support variable increases by 1 point, while the other independent variables remain constant, the work engagement variable will increase by 0.515. Thus, the regression test results show that both employee resilience and organizational support have a significant positive influence on work engagement.

Discussion

The findings of this study support the alternative hypothesis, demonstrating that both employee resilience and perceived organizational support exert a positive influence on work engagement. This suggests that higher levels of resilience and organizational support correspond with stronger employee engagement, whereas lower levels of these factors are associated with reduced engagement. Together, employee resilience and organizational support explain 64.1% of the variance in work engagement, indicating their substantial contribution.

Organizational support emerges as a critical predictor of employee engagement. Eisenberger et al. (2011) describe organizational support as employees' perceptions of a reciprocal relationship with the organization, extending beyond formal contractual obligations. When employees experience meaningful support from their organization, their level of engagement tends to increase (Demerouti et al., 2015). Feeling valued and knowing that their well-being is taken seriously encourages employees to develop a stronger connection to their work. Organizational support enhances engagement by elevating interest in work tasks and fostering a positive relational climate. It provides employees with a sense of worth, developmental opportunities, psychological safety, balance between work and personal life, and a deeper sense of belonging, all of which reinforce their attachment to their roles.

Employee resilience also plays an important role in work engagement. According to Warr and Inceoglu (2012), employees with good resilience are better able to face challenges and difficulties, stay focused, adapt, and find solutions in difficult situations. In a fast-paced, dynamic VUCA era, Z-generation employees face numerous challenges and workplace changes. The ability to cope with pressure, uncertainty, and failure plays a vital role in helping Generation Z employees better deal with work challenges (Warr & Inceoglu, 2012). Resilience is an essential aspect of coping with workplace pressures. In competitive technology companies, Generation Z employees often face high pressure to meet targets and deliver expected results. Resilience helps individuals stay calm and focused on the face of these pressures, so they are less easily affected by stressful situations that may arise at work. This ability to remain calm and focused under pressure increases work engagement (Othman et al., 2014).

Overall, the roles of employee resilience and organizational support in shaping work engagement are closely related. Resilience helps employees overcome challenges and maintain emotional balance, while organizational support creates a supportive environment and provides feelings of value, development opportunities, flexibility, and trust. Overall, resilience and organizational support form the basis for high work engagement, bringing benefits to employees, organizations, and overall productivity.

The researchers acknowledged several constraints throughout the study process. First, the number of respondents (n=201) was relatively limited in relation to the broader population, and the participants were drawn from various organisations, resulting in a heterogeneous sample. These conditions may reduce the precision of the study's generalisability, meaning the findings are applicable only to this specific group of respondents. Second, the reliance on a self-reported, cross-sectional design introduces potential sources of bias, including the possibility of common method variance (CMV) influencing the outcomes.

Conclusion

The findings of this study shed light on the significant influence of employee resilience and organizational support on the work engagement of Generation Z employees within technology companies in the Jabodetabek region. Through meticulous data analysis and rigorous hypothesis testing conducted in this research, it becomes evident that these factors play pivotal roles in shaping the work engagement landscape for this specific demographic. Generation Z, comprising a substantial portion of the workforce, is crucial to the contemporary technology sector. The data analysis revealed that work engagement among Generation Z employees in Jabodetabek is significantly influenced by their resilience, which enables them to adapt and thrive in dynamic work environments. Moreover, the support provided by their respective organizations is another crucial factor influencing their work engagement. The organizational support that enables them to tackle challenges and find meaning in their work is vital to their overall engagement.

Researchers can provide practical advice to organizations on designing soft-skills training programs, specifically resilience-focused programs that teach employees to manage stress, overcome challenges, and maintain emotional balance. Furthermore, organizations must ensure that their employees perceive the support provided by the organization as adequate. Companies can offer programs that involve employees to help them feel engaged and committed to their work, and research employees' perceptions of organizational support.

Future research should consider increasing the sample size to strengthen the generalisability of the findings. It is also recommended that scholars draw participants from multiple organisations and employ probability sampling methods rather than relying on snowball sampling, ensuring a more representative dataset. Additionally, organizational studies could be further improved through the collection of longitudinal data to observe patterns and shifts across time.

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