

# INFLUENCE OF WORKPLACE WELL-BEING ON WORK ENGAGEMENT MODERATED BY PSYCHOLOGICAL CAPITAL AMONG GENERATION Z EMPLOYEES

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## ABSTRACT

Gen Z is the generation group with the largest number in Indonesia and second largest population in Jakarta which contributes to the demographic bonus in the largest amount. Gen Z has just entered the world of work and is a generation that is looking for happiness at work. The COVID-19 pandemic for 3 years has made many organizations implement work from home, now that COVID-19 pandemic has ended, employers need to determine how they can develop their corporate culture and workforce strategy to accommodate this phenomenon at the workplace. Jakarta is a city that is home to the head offices of state-owned companies, private companies and foreign companies, the majority of its residents have employment status as employees. This research is quantitative and non-experimental, which is expected to provide an overview of whether workplace dynamics can cause happiness among Gen Z employees in Jakarta at work and workplace, and whether personal resources can change the relationship dynamics. Sample characteristics in this study is categorized as Gen Z employees aged 20 – 26 years who are working in Jakarta with total sample of 489. Data was taken by a self-report questionnaire using measurement tool of UWES-9, WWQ, and PCQ-24. Results show that workplace well-being has a positive relationship, significantly influences work engagement. When psychological capital is placed as a moderator, it successfully moderates the relationship of workplace well-being. When psychological capital is low, the relationship is stronger and significant, but when psychological capital is high, the relationship is weaker and not significant.

**Keywords:** Generation Z, work engagement, workplace well-being, psychological capital.

## 1. PREFACE

According to the International Labor Organization (2009), companies and organizations are increasingly realizing the need to take the welfare of their workers seriously. More progressive organizations do so because they do appreciate that their most important resource is their human capital. Even more recently, there has been a growing trend for the development of global health promotion policies by employers and their partners that cover not only drug and alcohol abuse, but also a range of lifestyle issues including smoking, diet, exercise and mental wellbeing. Due to the impact of the COVID-19 pandemic that has occurred over the past 3 years, there have been many phenomena surrounding work and the workplace in the past 3 years, both in the global and national realms.

Randstad Workmonitor (2022) states that employees have shifted their attitudes, and Gen Z is at the forefront of the movement to find satisfaction and happiness through employment. After 2 tumultuous years where the gateway to the labor market never physically entered the office, the global workforce is poised to make what seemed like a temporary paradigm into a permanent transformation. Employers will need to determine how they can develop their corporate culture and workforce strategy to accommodate this phenomenon. For example, a survey conducted by Randstad Workmonitor (2022) of 35.000 workers in Asia Pacific, Europe and America stated that Generation Z chose to be unemployed rather than be unhappy at work. Benítez-Márquez et al. (2022) stated that Human Resource Management with the new entry of Generation Z into the

world of work, requires to address workplace well-being issues based on HR practices trends stated by Meister (2020). Also In a new Korn Ferry survey, 60% of professionals of all ages say Gen Z is more optimistic about the future than millennials. More than half say that Gen Z members will bring more motivation to their work than millennials do (Royal, 2021). Despite slow recovery from COVID-19 pandemic Gallup survey confirms this by stating that Gen Z is optimistic about their future (Gallup, 2023). Gen Z has shown great resiliency while continuing to show themselves as strong people upholding principles that they value the most despite slow recovery from the pandemic. (Kobayashi, 2022). Gen Z in particularly Indonesia is also prone to burnout, the most type of burnout that is experienced is prone to exhaustion (Pratiwi & Bayu, 2023).

According to Utomo et al. (2022) in the Indonesia Gen Z report 2022, with 70.72% of the population being of productive age (15 to 64 years), Indonesia is enjoying a demographic bonus. Gen Z defined by Codrington and Grant-Marshall (2004), is a generation have a shared set of experiences that demonstrate a similar world view, and continue to exhibit that characteristics of that worldview as they grow up in life that was born between 1997 and 2012. Gen Z is currently the largest generation group in Indonesia at 27.94% of the total population or 74.93 million people. Their significance may even be greater than that of Millennials, who are the second largest generation in Indonesia at 25.87% of the total population or 69.38 million people. Gen Z is said to be part of Indonesia's demographic bonus, a condition where a country's working age population constitutes the largest part of the population so that income per capita increases – reflecting high levels of production and consumption. However, Gen Z is currently facing challenges in the job market, which may reduce the actualization of the demographic dividend.

According to Santika (2023), judging from the results of a survey in Indonesia released by the Kurious-Katadata Insight Center that respondents were happy with their job, then answer the factors that trigger that happiness. The most common reason is because of the positive work environment. Second, the existence of salaries and rewards that are appropriate to the workload. Third, the suitability of interests and talents. Fourthly, respondents felt there was a balance between work and life. Fifth, respondents feel a clear division of work tasks makes them feel happy with their work. Also, Santika (2023) reports the results of the Kurious survey from the Katadata Insight Center (KIC) showed that there were several people who admitted they were unhappy with the work they were doing. Those who do not feel happy with their work explain the trigger factors. The first reason was lack of recognition and appreciation. Second, the lack of opportunities for self-development. Third, excessive workload. Then the fourth position, imbalance between work and personal life. A bad work environment also makes respondents unhappy with their jobs. According to Jayani (2021), the results of the 2020 population census show that Indonesia's population is dominated by Generation Z. In total there are 74.93 million or 27.94% of Indonesia's total population. Generation Z is currently estimated to be 11 to 26 years old.

Jakarta itself is the capital of republic of Indonesia. As a center for business, politics and culture, Jakarta is home to the headquarters of state-owned companies, private companies and foreign companies (Wikimedia, 2023). In Jakarta itself, according to Jayani (2021), whose data was taken from the Central Statistics Agency as of 2021, the second highest percentage is generation z or often called Gen-Z, namely 2.7 million people or 25.65% of the total population of the capital city. The total working population for the age span of 20 – 24 years old in 2021 is 458.186, whilst in 2022 is 464.523, thus indicating increasing numbers from 2021 to 2022 (BPS Provinsi DKI Jakarta, n.d.). In Jakarta itself, 2.898.613 of the employment status of residents aged 15 years and over are workers/employees (Badan Pusat Statistik, 2023), this makes employees the largest

employment status in DKI Jakarta itself.

Hence, based on the phenomenon dan details above, three variables have been derived. First, Work engagement itself according to Bakker et al. (2008) is defined as a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption. Work engagement itself has three dimensions according to Bakker et al (2008), namely vigor which is characterized by a high level of energy and mental resilience when working, a willingness to invest effort in one's work, and perseverance even in the face of difficulties. Dedication refers to being deeply involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized as being fully concentrated and happily engrossed in one's work, where time passes quickly and one has difficulty disengaging from work.

Bakker et al. (2008) stated that engaged employees will often experience positive emotions including happiness, pleasure and enthusiasm, experience psychological and physical health, can create personal and work resources and can influence their state of engagement with other people, accordingly, vigor and dedication are considered direct opposites of exhaustion and cynicism, respectively, the two core symptoms of burnout. Second, Workplace Well-Being is the condition in which an individual has the ability or potential for employees to function optimally according to their value in the workplace (Bennett et al., 2017). Parker and Hyett (2011) stated that the dimensions of workplace well-being comprise of Work Satisfaction as the extent to which employees viewed their work as fulfilling and whether their work increased their sense of self-worth, provided life with some purpose and meaning, and advanced their skills. Organizational Respect for the Employee which indicates the employees judgment of their senior organization representatives as trustworthy, having ethical values and as valuing staff that treats them well.

Employer Care as the employees' judgments of the boss on whether he or she is caring, willing to lend an ear and understanding about work concerns and treated the employees at they sought them to be. Intrusion of Work into Private Life as whether the individual felt stressed and pressured at work to meet the targets, found it hard to "wind down" after work, and the judgement that the work has impact on their self-esteem. Third, Luthans et al. (2007) defined Psychological Capital as a psychological state of development and is characterized by having the self-confidence (Self-efficacy) to face and put forth the effort necessary to be successful in facing task challenges; create positive attributes (Optimism) about being successful in the present and future; remain persistent towards the goal, and when necessary, redirect the path towards the goal (Hope) to be successful; and when faced with problems and adversity, still maintain and keep fighting (Resilience) to achieve success. According to Bakker et al. (2008), job resources that facilitates work engagement can be taken from JD-R theory, such as social support from colleagues & supervisors, performance feedback, are positively associated with work engagement.

Job resources refer to physical, social or organizational aspects that can reduce job demands and physiological & psychological costs, make them functional to achieve work goals or stimulate personal growth, development and learning. Personal resources that facilitates work engagement can be taken from JD-R theory, is a predictor of Work Engagement. According to Hobfoll et al. (2003) personal resources are positive self-evaluations that are connected to resilience and refer to an individual's sense of ownership of the ability to control and influence their environment successfully. Hobfoll (1989) states through COR theory that people are motivated to obtain and maintain their resources, these resources can be objects, conditions, personal characteristics or energy. According to JD-R model these two psychological processes are related to motivation, the motivational process is where job resources brings forth their potential and cause workers to show high level of work engagement and low levels of cynicism (Lynn et al., 2013; Sun & Pan, 2008).

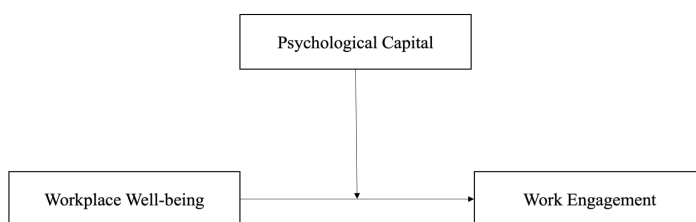
According to Sun and Pan (2008), the COR theory provided the theoretical underpinning for the relationship among HR practices perceived by employees, emotional exhaustion, and work outcomes such as work engagement.

Abun et al. (2020), on the study among Philippine's college employees found that work engagement is predicted by workplace well-being, hence workplace well-being is correlated positively with work engagement. Workplace well-being can be considered as job resources from JDR theory that facilitates engagement, social support from colleagues & supervisors, performance feedback, are positively associated with work engagement (Bakker et al., 2008). Moreover, work engagement has a curvilinear (U) relationship with meaningful work, but when the relationship between work engagement and meaningful work is moderated by psychological capital which is measured low, the relationship becomes curvilinear (U), conversely when psychological capital is measured high in social workers, the relationship becomes an inverted (U) curvilinear. This aligns with Sheng et al. (2019) findings on the study involving workers and employees that the moderation of high psychological capital in the inverted curvilinear relationship between time pressure and work engagement can make the inverted curvilinear (U) relationship's dynamic changed, thus making workers and employees thrive to get engaged more and on the higher measured of psychological capital.

Based on personal resources from JDR theory (Bakker et al., 2008), states through COR theory (Hobfoll, 1989) that people are motivated to obtain and maintain their resources, these resources can be objects, conditions, personal characteristics or energy. This means that psychological capital as a personal resource has a moderation effect on the dynamics' relationship of variables where work engagement is the outcome (Tan et al., 2023; Sheng et al., 2019). In conclusion, the discussion of the phenomenon and previous studies above highlights the various factors related to Work Engagement, emphasizing the importance of Work Engagement to improve happiness and reduce exhaustion among employees also psychological capital as a moderator that has a moderation effect. Thus based on the reasoning, the hypotheses follows:

### Figure 1

#### Research Model



Based on explanation above, we can conclude the hypotheses are: (a) Workplace Well-Being has a positive relationship and significantly influence Work Engagement; and (b) Psychological Capital may significantly moderate the relationship between Workplace Well-Being and Work Engagement

## 2. RESEARCH METHOD

The participant's range of age is 20 – 26 years old that have working experience of 3 years. Total sample of this study is 489. In addition, the study was approved by the Tarumanagara University Research Ethics Committee, where all of the procedures involving human participants were in accordance with the APA ethical standards This study uses quantitative non-experimental method. We informed all the participants about the aims and the course of the study and their rights to participate and withdraw at any time during the study. We confirmed their anonymity and confidentiality, and we started collecting the data after we obtained their participation consent to

ensure that their participation was completely voluntary.

We utilized google form survey as a tool for data collection, which included five sections concerning the variables of the study, namely: Socio- demographic information, work engagement, workplace well-being, and psychological capital. Collected data are then processed using PROCESS in IBM Statistical Product and Service Solutions (SPSS) 22 developed by Hayes (2013). The questionnaires used in this study to measure work engagement is UWES-9 (Schaufeli et al., 2006) with 9 items that have been adapted into Indonesian by Kristiana et al (2018) totaling 9 items to measure the dimensions of vigor (three items; for example: "When I work I feel very energetic", "I feel strong and enthusiastic at work"), dedication (3 items; "My work inspires me", "I am enthusiastic towards my work"), absorption (3 items; "I feel happy when I work intensively", "I get lost while working.").

To measure Workplace Well- Being, the measurement tool to be used is WWQ / Work Well-Being Questionnaire (Parker & Hyett, 2011) with 31 items that have been adapted to Indonesian by Andriyani (2023) which consists of 31 items to measure the dimensions of work satisfaction (10 items; example: "I feel my work is satisfying", "My work makes me more confident"), organizational respect for the employee (7 items; example: "I trust senior employees in the agency where I work", "I trust the work principles given by my superior"), employer care (7 items; example: "I feel my superior is empathetic and understand the work problems I have", "My boss cares about me"), intrusion of work into private life (7 items; examples: "I feel work interferes with my personal life", "I feel pressured when working to meet targets want to achieve").

And to measure Psychological Capital, the measurement tool to be used is PCQ-24 (Luthans et al., 2007) that have been adapted to Indonesian by Tarumanagara University Psychology Faculty (2012) with 24 items to measure the self-efficacy dimension (3 items; example: "I feel confident representing my division during meetings with the leadership" "I feel confident being involved in discussions regarding organizational strategy) hope (4 items; example: "I can think of many ways to achieve current work goals", "Currently I see myself as quite successful in my job") resilience (3 items; example: "I usually handle stressful things at work without getting too emotional", "I can be myself, at work if I have to") optimism (2 items; examples: "I always look on the bright side of things related to my work", "I am optimistic about what will happen to me in future as long as it is related to work").

They utilize a Likert scale, ranging from 1 (Never) to 7 (Always). This measurement tool also employs a Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The value of Cronbach's alpha for the total scale is shown at table 1. Table 2 shows male participants is 49,7% and female participants 50,3%. For the age of 20 is 3,1 %, age of 21 is 3,5 %, age of 22 is 9%, age of 23 is 16,4%, age of 24 os 19,2%, age of 25 is 20,7%, and age of 26 is 28%. Whereas participant's latest education for D3 / associate is 25,4%, bachelor degree is 43,1%, master degree is 2,9% and high school is 28,6%.

**Table 1**  
*Scales Reliability*

Scale	Alpha Cronbach
Utrechth Work Engagement Scale (UWES-9)	0.873
Psychological Capital Questionnaire (PCQ24)	0.890
Work Well Being Questionnaire (WWQ)	0.907

**Table 2**  
*Demographic Respondents*

Category		Frequency	Percentage
Gender	Male	243	49.7
	Female	246	50.3
Age	20 years	15	3.1
	21 years	17	3.5
	22 years	44	9.0
	23 years	80	26.4
	24 years	94	19.2
	25 years	101	20.7
	26 years	137	28.0
Education	High School	140	25.4
	D3/Associate	124	43.1
	Bachelor	211	2.9
	Master	14	28.6

**3. RESULT AND DISCUSSION**

For the assumption test, for this research using normality test. This test know the distribution of the research. The result of the normality test .174 by Monte Carlo. Based on this data shows that this data distributed normally (sig > 0.05).

The data analysis that are used to investigate the hypothesis are Hypothesis 1: Workplace Well-Being has a positive relationship and significantly influence Work Engagement. And Hypothesis 2: Psychological Capital may moderate the relationship between Workplace Well-Being and Work Engagement.

**Table 3**  
*Correlations Among Study Variables*

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
WE	5.60	.8	1												
V	5.57	.94	.89**	1											
D	5.65	.84	.86**	.63**	1										
A	5.57	.94	.91**	.71**	.69**	1									
PC	5.47	.70	.88**	.76**	.76**	.81**	1								
SE	5.58	.81	.84**	.73**	.73**	.78**	.92**	1							
H	5.60	.79	.86**	.73**	.76**	.78**	.92**	.83**	1						
R	5.47	.81	.76**	.68**	.64**	.70**	.90**	.76**	.78**	1					
O	5.22	.70	.67**	.58**	.58**	.62**	.84**	.69**	.68**	.65**	1				
WWB	5.17	.67	.77**	.69**	.66**	.70**	.84**	.74**	.78**	.80**	.69**	1			
WS	5.66	.77	.87**	.75**	.77**	.80**	.89**	.85**	.85**	.78**	.72**	.85**	1		
OC	5.53	.81	.83**	.74**	.73**	.73**	.81**	.77**	.80**	.70**	.60**	.81**	.83*	1	
EC	5.54	.85	.78**	.72**	.66**	.68**	.78**	.73**	.75**	.74**	.57**	.82**	.79**	.82**	1
IWPL	3.75	1.36	-.01	.01	-.05	.01	.12**	.00	.04	.22**	.19**	.48**	.04	-.03	.03

Note: WE= Work engagement, V= Vigor, D = Dedication, A= Absorption, PC= Psychological Capital, SE= Self-Efficacy, H = Hope, R= Resilience, O= Optimism, WWB= Workplace Well-being, WS= Work Satisfaction, OC = Organizational Care For the Employee, EC = Employer Care, IWPL= Intrusion of work into private life, M = mean, SD = standard deviation

Table 3 shows that workplace well-being has a correlation with work engagement with pearson correlation of 0.77 which supports hypothesis 1 and in line with previous study by Abun et al. (2020).

**Table 4**  
*Regression and Moderator Effect*

Model	Work Engagement				R2	ΔR <sup>2</sup>	P
	Coefficient	SE	t	P			
Workplace Well-Being (WWB)	.251	.038	6.481	.000	.790	.015	.000
Psychological Capital (Pscap)	.523	.033	15.874	.000			
WWB x Pscap	-.001	.003	-5.994	.000			

Table 4 shows the supported hypothesis 2 where psychological capital significantly moderates the relationship between workplace well-being and work engagement ( $\beta = -.0016$ ;  $p < 0.05$ ). This finding is in line with previous study that psychological capital could significantly alter the relationship of work engagement as the outcome, thus psychological capital has a moderating effect (Tan et al., 2023; Sheng et al., 2019). Moreover, workplace well-being significantly influenced work engagement ( $\beta = .2514$ ;  $p < 0.05$ ), which supports hypothesis 1.

**Table 5**  
*Different levels of Psychological Capital Effects*

Conditional effects of Psychological Capital		
Psychological Capital	Effects	p
Low	.0632	.0000
Medium	.0357	.0098
High	.0081	.5726

**Figure 2**  
*Relationship Between Workplace Well-Being and Work Engagement Moderated by Different Levels of Psychological Capital*

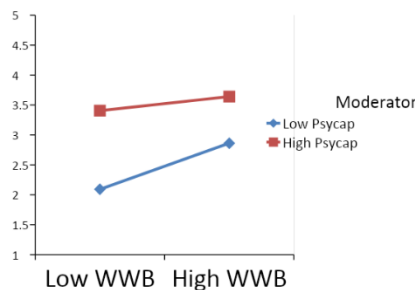


Table 5 and 6 shows the lower group of respondents' psychological capital, the relationship is stronger and significant (Effect = .0632;  $p < 0.05$ ), and the higher group of respondents' psychological capital, the relationship is weaker and not significant (Effect = .0081;  $p > 0.05$ ). This is not in line with previous studies (Tan et al., 2023; Sheng et al., 2019), where group of respondents with high psychological capital as a moderator could strengthen of a relationship where work engagement is the outcome, also in this case making employees thrive more to get engaged and COR theory as the underpinnings mechanism that can cause work engagement by JD-R theory can cause larger amount of employee's happiness and reduce exhaustion among employees (Bakker et al., 2008; Bon & Shire, 2022).

**4. CONCLUSIONS AND RECOMMENDATIONS**

The output of the data process shows that workplace well-being has a positive relationship significantly influences work engagement. which states that in this finding workplace well-being has a positive significant relationship and influenced work engagement of gen z employees, which

increases gen z employees' happiness and reduces gen z employees' exhaustion, thus brings competitive advantage and productivity organization-wise (Bakker et al., 2008; Saks, 2006), and this result is in line with previous result study (Abun et al., 2020). When psychological capital is placed as a moderator, it significantly and negatively moderates the positive relationship of workplace well-being and work engagement, meaning alters and weakens the relationship between workplace well-being and work engagement's gen z employees. In this study when psychological capital's gen z employees is low, the relationship between workplace well-being and work engagement's gen z employees is stronger and significant, but when psychological capital's gen z employees is high, the relationship between workplace well-being and work engagement's gen z employees is weaker and not significant meaning that when employees have high psychological capital they don't thrive to get more engaged with their work, but when they have low psychological capital they thrive to get more engaged with their work, this is not in line with previous studies (Tan et al., 2023; Sheng et al., 2019), where group of respondents with high psychological capital as a moderator could strengthen of a relationship where work engagement is the outcome. Recommendations for future research would be to make psychological capital as independent variable due to the high value of influence and significant relationship to work engagement's gen z employees ( $\beta = .5231$ ;  $p < 0.05$ ) and also to apply this model of study to millennial generation employees due to the fact that they are the second biggest population in Indonesia, and the biggest population in Jakarta. Lastly, future researcher should find another moderator other than psychological capital that could strengthen the relationship between workplace well-being and work engagement when the moderator is measured high.

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