

Work Engagement in Generation Z Employees: Organizational Commitment, Perceived Organizational Support and Work Meaningfulness

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Abstract

Work engagement has an important role in determining the success of an organization, therefore, work engagement must be owned by every individual who works so that organizations and individuals can work optimally. Some things that can help the level of work engagement include organizational commitment, perceived organizational support, and work meaningfulness. This study was conducted to examine the effect of perceived organizational support and work meaningfulness on work engagement of generation Z employees with organizational commitment as a mediator. This research uses quantitative methodology. Data collection on participants using an online questionnaire through the Google Forms platform. The data analysis used in this study is regression-based mediation analysis with the help of Smart PLS software. The results showed that perceived organizational support, work meaningfulness and organizational commitment have a direct influence on work engagement in generation Z employees at PT. Y. Then organizational commitment also has a mediating role in the influence between work meaningfulness on work engagement but not on perceived organizational support on work engagement.

Keywords: Organizational Commitment, Perceived Organizational Support, Work Engagement, Work Meaningfulness

INTRODUCTION

Work engagement has long been considered an important factor in determining organizational success (Ly, 2024). This means that work engagement must be owned by employees who work in an organization or company. However, research conducted by (Quyen et al., 2023) the majority of the population in Vietnam who are generation Z have less engagement with their work. There are only about 32% of generation Z employees feel involved and want to contribute to their current work and they only have the view that work is only necessary.

The research shows that Indonesia, which is still in the Southeast Asia region, is also not much different. Moreover, currently industrial conditions are faced with changes that occur and force organizations to make adjustments or develop in order to keep up with existing conditions (Muduli & Choudhury, 2024). It is further explained that, if the organization is able to keep up with existing developments, it will have an impact on the existence of the organization. Therefore, organizations need to have human resources who have a good level of work engagement so that they can work optimally in order to achieve organizational goals (Triharjanti & Tjahjono, 2023).

According to (Schaufeli et al., 2006) defines work engagement as a positive and satisfying state of mind towards the work done characterized by high enthusiasm, strong dedication, and appreciation of work. This explanation makes work engagement an important thing that must be owned by an individual who works in an organization. This is because organizations tend to have flexible conditions and frequent changes (Franco & Landini, 2022). Furthermore, if individuals have an engaged condition towards their work, these individuals will always be able to work optimally in any conditions that occur in the organization.

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Individuals or employees who are in the organization certainly have several different generational characteristics. Each generation has its own uniqueness, especially now that generation Z is entering the world of work. The difference in characteristics from previous generations makes organizations have challenges in managing the generation Z workforce. Generation Z is a generation born between 1997 and 2012, currently aged 14-27 years old. (IDN Institute, 2022). Generation Z is the generation that grew up in the 1998 reform era and faced the crisis in the era of the COVID-19 pandemic. Surveyed by Forbes Magazine in North & South America, Africa, Europe, East Asia, and Central Asia in 2015, Generation Z is the first global generation to grow up in an uncertain and complex environment that determines how they view work, learning, and the world so that this background makes the characteristics of this generation different from previous generations. Generation Z is considered a smart, fast and tolerant generation. (Holopainen & Suslova, 2019). In addition, it is ambitious, confident, realistic, career-oriented, professional, has high technical and language skills, but is also a generation that is instantaneous, confused, and not mentally tough.

This generation is starting to enter the productive working age and is starting to enter the workforce with different perspectives, expectations, lifestyles, and values than previous generations. According to (Miller & Mills, 2019) generation Z expects to have meaningful work and have new things to learn. This generation also wants a relaxed work atmosphere, interesting and fun work, good coworkers and managers, matching personal interests, and having performance rewards, and a positive work atmosphere. This shows that Generation Z has certain expectations to achieve job satisfaction.

The same thing happened to the company PT. Y, which has employees in the generation Z category. After the restructuring carried out in 2023, there were many changes in the company. Restructuring is actually carried out to resolve the obstacles that the company has with the aim of improving performance to changes in management and strategy and technology to make it more effective and efficient (Laynaszka & Rahmani, 2022). Until now, the restructuring program that has occurred has not entirely gone well. This statement is reinforced by pre-eliminatory interview data with a focus on employee engagement with their work and it was found that employee engagement at PT Y, especially generation Z employees, is still low. Generation Z employees feel that the restructuring only adds to employees' worries at work because of the threat of transferring employees, the information that the company's performance is declining plus the ongoing restructuring conditions make employees also not engaged in their work and believe the existing issues. As a result, until now, many generation Z employees at PT. Y are still not engaged with their work. Even though the condition of the company that is undergoing changes also changes all existing conditions including the jobs of its employees so that employees are expected to be engaged with their work as soon as possible so that they are optimal at work. Indeed, generation Z tends to have good flexibility, but generation Z prefers leisurely activities. This explanation, it is felt that generation Z employees have not been able to maximize their work and have not been engaged with their work after the restructuring changes that occurred at PT. Y. These conditions indicate that generation Z employees still tend to be low in terms of work engagement.

Factors that can affect work engagement include (Malaeb et al., 2023) self-leadership, perceived organizational support; (Bonaiuto et al., 2022) perceived organizational support, psychosocial; (Yin et al., 2023) work meaningfulness, organizational commitment, self-reflection, self-efficacy; (Kim & Park, 2022) meaningful work, family-friendly culture, job characteristics, supervisor support, organizational commitment; (Tan & Yeap, 2022) meaningful work, job burnout; Tan et al. psychological capital, meaningful work; (Ly, 2024) organizational commitment, inclusive leadership; (Shan et al., 2023) affective commitment, perceived organizational support. Then looking at previous research related to factors that affect work engagement, this study uses the factors of organizational commitment, perceived organizational support and work meaningfulness in generation Z employees by considering the conditions of companies that are currently going through a restructuring process.

The first factor is organizational commitment. Organizational commitment is a psychological bond that members of the organization feel to maintain their membership and are willing to make efforts to achieve an organizational goal (Meyer & Allen, 1991). Research conducted by (Suryantari & Satriawan, 2023). It was found that organizational commitment can increase the work engagement of employees. This means that the commitment that employees have will also determine the level of work engagement of these employees.

Organizational commitment was chosen again to see its level in influencing work engagement with differences in participant characteristics, namely generation Z employee workers.

The second factor is perceived organizational support. Perceived organizational support indicates the extent to which individuals believe that their organization values contributions and cares about employee well-being (Huntington et al., 1986). Research conducted by (Nurfadhilah & Widiasih, 2024) stated that perceived organizational support plays a role in increasing work engagement. This means that individuals who feel supported by the company at work will increase the individual's work engagement. Perceived organizational support is used to see its effect on work engagement in generation Z employees. Generation Z employees who have their own characteristics make the two variables reused.

The third factor is work meaningfulness. Work meaningfulness is a condition for employees who can feel that the work and responsibilities they have and do are very important, meaningful and beneficial to many people (Steger et al., 2012). Research Guo & Hou (2022) explains that employees who have meaningful work can increase work engagement. This means that the meaningfulness of work obtained by employees will increase the engagement ability of these employees. The condition of the company after restructuring, which has many changes, makes these two variables used to see the influence between the two by using generation Z participants who have very different characteristics compared to previous generations.

Based on the description above, this study aims to discuss the factors that can affect the level of work engagement in generation Z employees at PT. Y. Then, this study also looks at the impact of perceived organizational support, work meaningfulness and organizational commitment as factors used in influencing the level of work engagement in generation Z employees at PT. Y. The three variables are seen in terms of their direct and indirect influence on work engagement in generation Z employees at PT. Y.

THEORETICAL OVERVIEW

Work Engagement

Schaufeli et al., (2006) defines work engagement as a positive and satisfying state of mind towards the work done characterized by high enthusiasm, strong dedication, and appreciation of work. According to (Adi et al., 2024) workers with high work engagement have high levels of energy, mental resilience, and perseverance. Even in difficult situations, they remain involved and fully concentrate on their work. In addition, according to Dina & Tjahjono (2023) work engagement is the extent to which employees or individuals unite themselves with work, devote time and energy to work, and view work as an important part of their lives.

The dimensions of work engagement itself according to Schaufeli et al., (2006) there are three, namely vigor, dedication, and absorption. Vigor can be symbolized as an individual who has high energy and mental resilience so that it can reflect readiness to do his job. Dedication refers to a strong identification with one's work and includes feelings of enthusiasm, inspiration, pride, and challenge. Absorption is characterized by a person becoming completely immersed in work, with a certain time he will find it difficult to break away and always focus on his work.

Furthermore, in terms of factors that can affect the level of work engagement according to Lee et al., (2021) There are three first factors that can be related to work, second the work environment and third factors that can be related individually. Job-related factors have several things such as job resources, which are related to resources in doing their work, organizational commitment, which is related to individuals having a commitment to be in an organization. When viewed from the work environment factor, there is a leader's role related to the role of superiors in the process of carrying out their work, perceived organizational support, namely organizational support for individuals or employees in carrying out their work, partners, namely supportive colleagues, and social environment, namely a work environment that supports both interaction and workplace. Then there are personal factors that refer to work meaningfulness where individuals feel they have a positive meaning to their work.

Organizational Commitment

Meyer & Allen (1991) define organizational commitment by referring to the psychological state of attachment, involvement, and identification of individuals with their organizations. According to Turek et al., (2024) organizational commitment is defined as a certain type of psychological bond between workers and the organization where they work. Furthermore, this perceived bond is a socially constructed psychological state that is volitional and reflects dedication and responsibility to the organization. In addition, according to Tjahjono et al., (2019) organizational commitment is an individual state that has an affective response by showing the level of individual or employee loyalty in an organization.

Then in terms of dimensions, Meyer & Allen (1991) explains that there are three dimensions of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Affective commitment is a condition where workers have an emotional bond to their organization, the existence of workers in the organization depends on the suitability of the goals of the organization and the principles of life of the workers. Continuance commitment is workers who stay in the organization because they have a match with the company regarding the benefits received or the responsibilities they undertake. Normative commitment, namely workers who are in the organization consciously have a commitment to remain in the organization without any external influence. Furthermore, the factors that influence organizational commitment according to Fantahun et al., (2023) namely job satisfaction, perceived recognition, perceived working climate, perceived supervisor support, perceived workload, perceived organizational support, perceived leadership style, employee empowerment including meaningful at work and employee engagement.

Perceived Organizational Support

According to Shanock & Eisenberger (2006) perceived organizational support is an environment or organization that supports and cares about its employees when needed. Perceived organizational support is also the level of employees feeling that the organization has valued their contribution. Organizational support is considered very important for employees because it can provide well-being for them. According to Tjahjono et al., (2020) perceived organizational support is an employee's belief about how high the organization's sensitivity or attention is in providing or facilitating employee welfare and appreciating their performance. Perceived organizational support if according to Imah et al., (2023) namely employee perceptions of organizations that are able to meet several emotional and social needs at work, such as the need for appreciation, affiliation, and emotional support so that employees can achieve well-being at work. Then in terms of the dimensions of perceived organizational support according to Eisenberger et al., (1986) in research Syahputra et al., (2022) There is one, namely the existence of justice, support from superiors and appreciation related to the results of their work. The dimension of workers who have trust in the company. This means that employees who have trust in their company make these employees feel that the company they are currently in provides support for them to work.

Work Meaningfulness

Work Meaningfulness is defined as work experiences that have significant and positive values (Steger et al., 2012). It involves the perception that one's work has a greater purpose and provides higher benefits, compared to just working in general. According to Rai et al. Work Meaningfulness is defined as the belief or psychological state that one's work is very important and valuable. In addition, according to Fay et al., (2023) work meaningfulness is the level of value that employees can feel towards the work situation that is being faced at a time.

Then from the dimensions of work meaningfulness according to Steger et al., (2012) There are three, namely psychological meaningfulness, meaning making and greater good motivation. Psychological meaningfulness, which is an important part of work meaningfulness, in work is the feeling that exists in individuals in understanding the work that becomes their routine with importance and meaning. Meaning making is the work and responsibilities that employees have can be said to be an important source of meaning in life as a whole. Greater good motivation is related to the idea that work that has deep meaning is work that has a wider impact on others.

CONCEPTUAL FRAMEWORK

The following is a conceptual framework for research with the theme of work engagement conducted on generation Z employees:

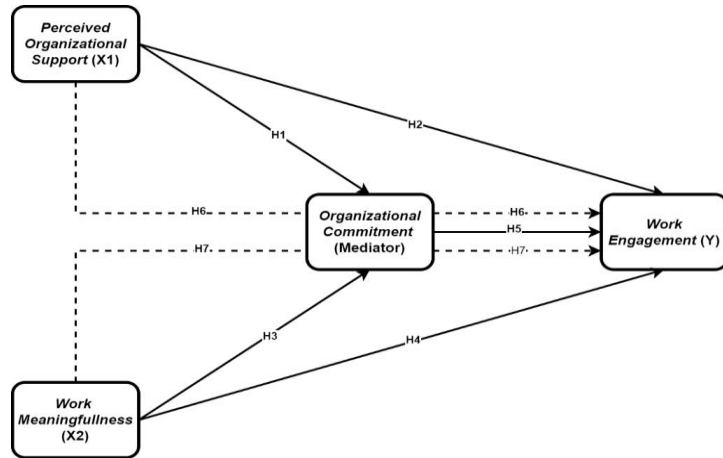


Figure 1. Research Model

The influence between perceived organizational support on organizational commitment

Research from To & Huang (2022) about perceived organizational support and organizational commitment results in that the role of perceived organizational support can determine the level of organizational commitment and the results are also directly positive significant. Then research on organizational commitment from Awwad et al., (2023) produces different things that perceived organizational support does not affect either directly or indirectly to affective commitment. The difference in the results of these studies, making the context of this research conducted again by seeing that perceived organizational support can affect the level of organizational commitment in generation Z employees. Perceived organizational support from positive employees will increase organizational commitment. In addition, this study also uses generation Z employee participants who have different characteristics from other generation employees to see the suitability of the role of perceived organizational support on organizational commitment. Based on this explanation, the researcher formulates a hypothesis in the form of:

H₁ : There is a positive influence between perceived organizational support on organizational commitment in generation Z employees.

The influence between perceived organizational support on work engagement

The discussion about perceived organizational support and work engagement was conducted by Malaeb et al., (2023) resulted that perceived organizational support has a positive influence on work engagement. In addition, Bonaiuto et al., (2022) also conducted research with the same theme and found that perceived organizational support has a significant role in determining the level of employee work engagement. In the context of this research, the discussion is also carried out with the same view of perceived organizational support can affect work engagement in generation Z employees. Generation Z employees are used in this study to see the influence between the two variables. Based on this explanation, the researcher formulates a hypothesis in the form of:

H₂ : There is a positive influence between perceived organizational support on work engagement in generation Z employees.

The influence between work meaningfulness on organizational commitment

Work meaningfulness can affect the level of organizational commitment. This explanation is in line with research conducted by Yin et al., (2023) that work meaningfulness can directly predict the level of organizational commitment. In addition, research Kim & Park (2022) also found that work meaningfulness has a significant influence on organizational commitment. The explanation of these studies has the same view as this study, namely that work meaningfulness can affect organizational commitment in generation Z employees. Generation Z employees were chosen as research subjects to see the influence between the two variables. Based on this explanation, the researcher formulates a hypothesis in the form of:

H₃ : There is a positive influence between work meaningfulness and organizational commitment in generation Z employees.

The influence between work meaningfulness on work engagement

Research related to work meaningfulness on work engagement was conducted by Tan & Yeap (2022) resulted that there is a positive and significant role of work meaningfulness on work engagement. Then other studies, by positioning work engagement as a variable that can affect work meaningfulness in research, have shown that there is a positive and significant role of work meaningfulness on work engagement. Tan et al., (2021) It was found that work engagement has a significant role in work meaningful to employees. The explanation of previous studies also made researchers to see the effect of work meaningfulness on work engagement in generation Z employees. That is, work meaningfulness has an influence on work engagement in generation Z employees. Based on this explanation, the researcher formulates a hypothesis in the form of:

H₄ : There is a positive influence between work meaningfulness and work engagement in generation Z employees.

The effect of organizational commitment on work engagement

Research conducted by Ly (2024) explains that organizational commitment has a significant impact on work engagement. Likewise, research conducted by Shan et al., (2023) that organizational commitment has a significant impact on the level of work engagement. In the context of this research, it also sees that organizational commitment can affect the level of work engagement in generation Z employees. This means that good organizational commitment and owned by employees will be able to increase work engagement in these employees. Generation Z employees were chosen as research subjects to see the influence between the two variables. Based on this explanation, the researcher formulates a hypothesis in the form of:

H₅ : There is a positive influence between organizational commitment and work engagement in generation Z employees.

RESEARCH METHODS

Research Participants

The selection of participants in this study used a sample from the population of employees who entered the generation Z criteria at PT. Y. The criteria for generation Z employees are employees born in 1997-2012. (IDN Institute, 2024). However, in this study, the participants were in the year of birth between 1995-2005 which has an age range of 18-28 years. Then other criteria are generation Z employees work in the PT. Y work area and have a minimum time working at PT. Y for one year.

Population and Sample

Population is part of an overall group of individuals, objects, or events that are the general characteristics and focus of research. (Ahmad et al., 2023). Furthermore, the population is the object of research to be used as a study and draw conclusions based on the research results. The population in this study is generation Z

employees who work at PT. Y totaling 3047 employees. This large number made researchers use a sample of the population to become participants in this study.

A sample is a representation taken from the population of objects used in the study and asked to participate in the study. (Casteel & Bridier, 2021). In this study, researchers will use a sampling technique with non-probability sampling, namely purposive sampling. Purposive sampling is the deliberate selection of participants because they have characteristics and qualities that are relevant to the research (Azwar, 2015). (Azwar, 2015). Then in this study, the number of samples used was taken based on the Slovin method using a 5% margin of error tolerance (Santoso, 2023). (Santoso, 2023). The sample of this study were:

$$n = \frac{N}{1 + Ne^2}$$

$$\begin{aligned} n &= \frac{3047}{1 + 3047 (0.05)^2} \\ &= \frac{3047}{8,6175} \\ &= 353.58 \approx 354 \text{ respondents} \end{aligned}$$

Research Design and Procedure

This research uses a quantitative approach. Quantitative research is a research method that uses numerical data in its analysis collected by measurement procedures and uses statistical analysis methods in its data processing. (Azwar, 2014). The stages of the research procedure consist of preparation, data collection, and analysis. In the preparation stage, the researcher will conduct a literature study in order to find a questionnaire that includes the variables of work engagement, organizational commitment, perceived organizational support and work meaningfulness. After that, the questionnaire will be converted into Google Form format to facilitate online distribution. In the data collection stage, the questionnaire will be distributed to respondents through Google Form media, targeting generation Z employees working at PT. Y. Researchers will provide clear instructions and collect data over a period of time.

At the analysis stage of this research, the validity and reliability of the questionnaire will be tested to ensure measurement accuracy and consistency. Validity indicates the extent of the accuracy and precision of the measurement results, while reliability reflects the extent of consistency, stability, and reliability of the measurement results. (Azwar, 2015). Furthermore, researchers will use statistical analysis methods to evaluate the influence between variables and gain a deeper understanding of work engagement.

Data Analysis

The data analysis used in this study is regression-based mediation analysis with the help of Smart PLS software. Measurements were made to see the direct effect of the independent variable on the dependent variable (direct effect) and the indirect effect of the independent variable on the dependent variable through the mediating variable (indirect effect), as well as the total effect of the independent variable on the dependent variable (total size).

RESULTS

The reliability test began with scoring and preparing the data by cleaning the data through elimination of subjects who did not meet the criteria using Google Sheets and Microsoft Excel. From a total of 368 respondents, there were 360 who met the set criteria. The results of the reliability analysis for the work engagement variable showed a Cronbach alpha of 0.926. Furthermore, the organizational commitment variable has a Cronbach alpha of 0.909, perceived organizational support has a Cronbach alpha of 0.852 and Work

Meaningfulness has a Cronbach alpha of 0.940. Descriptive data showed the distribution of respondents based on gender and latest education. Of the 360 respondents, 54.8% were male and 45.2% were female. Meanwhile, the majority of respondents as much as 50.1% have an undergraduate education, followed by 24.3% from Diploma and 25.6% from SMA / SMK equivalent. Furthermore, out of 360 respondents, the representation of each region is sufficient with a percentage of 10.1% to 12.3% in each regional company. Of the 360 respondents, they are also divided from the birth of 1997-2005 according to the characteristics of the respondents needed. After descriptive analysis is carried out, then inferential analysis is carried out. The reliability test results for the work engagement variable show a Cronbach alpha of 0.926. Furthermore, the organizational commitment variable has a Cronbach alpha of 0.909, perceived organizational support has a Cronbach alpha of 0.852 and Work Meaningfulness has a Cronbach alpha of 0.940. Then the results of the convergent validity and discriminant validity tests show that of all the indicators or aspects tested, there are aspects that fail, namely the organizational commitment variable in the third aspect.

Furthermore, after inferential analysis, hypothesis testing is carried out using SmartPLS Partial Least Square (PLS) 3.2.8 software:

Table 1. Hypothesis Test

Variables	Original Sample (O)	P Values	Description
Perceived Organizational Support (X1) -> Organizational Commitment (M)	0.090	0.030	Proven
Perceived Organizational Support (X1) -> Work Engagement (Y)	0.395	0.000	Proven
Work Meaningfulness (X2) -> Organizational Commitment (M)	0.782	0.000	Proven
Work Meaningfulness (X2) -> Work Engagement (Y)	0.373	0.000	Proven
Organizational Commitment (M) -> Work Engagement (Y)	0.231	0.001	Proven

Perceived organizational support has a positive effect on organizational commitment in generation Z employees.

The first hypothesis test results show that there is a significant positive effect between perceived organizational support and organizational commitment parameter coefficient 0.090 and P Values <0.05. This means that perceived organizational support directly plays a role in the organizational commitment of generation Z employees. Therefore, the first hypothesis in this study is **accepted**.

Perceived organizational support has a positive effect on work engagement in generation Z employees.

The second hypothesis test results show that there is a significant positive influence between perceived organizational support and work engagement parameter coefficient 0.395 and P Values <0.05. This means that perceived organizational support directly plays a role in the work engagement of generation Z employees. Therefore, the second hypothesis in this study is **accepted**.

Work meaningfulness has a positive effect on organizational commitment in generation Z employees

The third hypothesis test results show that there is a significant positive effect between work meaningfulness and organizational commitment parameter coefficient 0.782 and P Values <0.05. This means that work meaningfulness directly plays a role in the organizational commitment of generation Z employees. Therefore, the third hypothesis in this study is **accepted**.

Work meaningfulness has a positive effect on work engagement in generation Z employees.

The fourth hypothesis test results show that there is a significant positive influence between work meaningfulness and work engagement parameter coefficient 0.373 and P Values <0.05. This means that work meaningfulness directly plays a role in the work engagement of generation Z employees. Therefore, the fourth hypothesis in this study is **accepted**.

Organizational commitment has a positive effect on work engagement in generation Z employees.

The fifth hypothesis test results show that there is a significant positive influence between organizational commitment and work engagement parameter coefficient 0.231 and P Values <0.05. This means that organizational commitment directly plays a role in the work engagement of generation Z employees. Therefore, the fifth hypothesis in this study is **accepted**.

Furthermore, in testing mediation analysis using SmartPLS Partial Least Square (PLS) 3.2.8 software, the following results were obtained:

Table 2. Mediation Test

Variables	Original Sample (O)	P Values	Description
Perceived Organizational Support (X1) -> Organizational Commitment (M) -> Work Engagement (Y)	0.021	0.058	Mediation does not play a role
Work Meaningfulness (X2) -> Organizational Commitment (M) -> Work Engagement (Y)	0.181	0.003	Mediation plays a role

The mediation test results show that the effect of perceived organizational support on work engagement through organizational commitment shows a parameter coefficient of 0.021 and P Values > 0.05. This means that organizational commitment does not act as a mediator in the influence of perceived organizational support on work engagement of generation Z employees. Then another mediation test of work meaningfulness on work engagement through organizational commitment shows a parameter coefficient of 0.181 and P Values < 0.05. This means that organizational commitment acts as a mediator in the influence of work meaningfulness on work engagement of generation Z employees.

DISCUSSION

The results showed that overall the factors used in influencing work engagement, namely perceived organizational support, work meaningfulness, and organizational commitment can directly affect work engagement. This finding is in line with the theoretical basis that has been prepared previously related to the influence on work engagement. However, the mediating role used in this study does not fully play a role. Only in the influence between work meaningfulness on work engagement is there a mediating role. But the effect of perceived organizational support on work engagement does not play a role.

In research conducted by To & Huang (2022) results that the role of perceived organizational support can determine the level of organizational commitment. This is also in line with the research results in the first hypothesis, namely perceived organizational support has a positive effect on organizational commitment in generation Z employees at PT. Y. However, the research of Awwad et al., (2023) produces different things that do not affect affective commitment. The diversity of the results of this study can be used as a more

comprehensive discussion on research between perceived organizational support on organizational commitment in the future.

Then testing the second hypothesis results in perceived organizational support having a direct and positive influence on work engagement. This is in line with research from Malaeb et al., (2023) and Bonaiuto et al., (2022) who found that perceived organizational support has a positive influence on work engagement. This finding also extends that these two variables have a significant influence also when faced with generation Z employees. This means that perceived organizational support can be an important factor in influencing work engagement in generation Z employees at PT. Y.

Furthermore, in the third hypothesis. The results show that work meaningfulness can affect the level of organizational commitment in generation Z employees. These results are in line with research conducted by Yin et al., (2023) and Kim & Park (2022) that work meaningfulness can directly predict or influence the level of organizational commitment. This means that studies that have the same results can be a factor in influencing the level of work engagement in generation Z employees at PT. Y.

In the fourth hypothesis, the results obtained show that work meaningfulness has a positive and significant effect on work engagement in generation Z employees at PT. Y. These results are also in line with research conducted by Tan & Yeap (2022) and Tan et al., (2021) which states that work meaningfulness can be an important predictor or factor in influencing the level of work engagement. The consistent research findings emphasize that work meaningfulness is an important factor in influencing the level of work engagement. This means that employees who have meaning to their work also have a good sense of engagement in their job duties.

The fifth hypothesis which is the last hypothesis in this study is also accepted. This means that organizational commitment has a positive and significant effect on work engagement in generation Z employees at PT. Y. These results are also in line with research conducted by Ly (2024) and Shan et al. (2023).. This means that the higher the organizational commitment, the higher the work engagement of employees. These aligned results also confirm that organizational commitment has a strong enough influence as a predictor of work engagement.

The implications of this research for the scientific and practical world are very important, one of which is through the results of this study showing that there are other factors that need to be considered in analyzing work engagement. The results of this study also encourage further research to explore other potential predictor and mediator variables that may affect work engagement. This will help in enriching the understanding of the complexity of factors that engage employees in their work.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This study examines the effect of perceived organizational support and work meaningfulness on work engagement with organizational commitment as a mediating variable on generation Z employees at PT. Y. The results showed that perceived organizational support and work meaningfulness have a significant positive effect on work engagement. Likewise, organizational commitment has a direct influence on work engagement. Furthermore, organizational commitment is able to mediate the influence between work meaningfulness on work engagement. However, it is different with organizational commitment which is not able to mediate the influence between perceived organizational support on work engagement. Overall, this study reaffirms that the variables used in this study still have an influence on work engagement, especially on generation Z employees at PT. Y. Although there is a mediating role that is not entirely able to mediate the influence between variables. Based on the results that have been obtained, this study still has some shortcomings, namely limitations in the generalization of the findings because it only uses generation Z employee respondents so that it cannot describe the engagement of all employees at PT. Y. The use of survey methods can also lead to response bias. Therefore, further research with a broader and deeper approach is needed to better understand the factors that influence work engagement in generation Z employees at PT. Y.

RECOMMENDATION

The following are some recommendations for future research. First, consider other predictors and mediators that may affect work engagement. Second, further analyze generation Z. Since this study focused on generation Z employees, future research could examine intergenerational differences in the factors that influence work engagement. Third, a longitudinal study. The research can serve as a reference in looking at the level of work engagement of generation Z employees at PT. Y as well as employees as a whole. By implementing these suggestions, future research is expected to provide a more comprehensive insight into the factors that influence work engagement and make a greater contribution to the human resource management literature.

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