

INTISARI

Sumber Daya Manusia (SDM) merupakan aset yang paling berharga bagi perusahaan. Oleh sebab itu, perusahaan perlu menjaga dan memenuhi kebutuhan pegawai demi tercapainya produktivitas. Tantangan yang dialami perusahaan akhir-akhir ini yaitu adanya komposisi pegawai yang berbeda secara generasi. Saat ini angkatan kerja di Indonesia didominasi oleh generasi Y dan generasi Z. Generasi Y merupakan kelompok generasi yang memiliki tahun kelahiran 1980-1994 sedangkan generasi Z memiliki tahun kelahiran 1995-2009. Namun, mengingat dominasi generasi Y dan Z dalam angkatan kerja, mereka berpotensi akan meninggalkan perusahaannya apabila mereka belum merasa terikat. *Employee engagement* merupakan salah satu cara yang dapat membuat pegawai bertahan di perusahaan. Maka dari itu, penelitian ini dilakukan untuk mengetahui faktor-faktor yang mempengaruhi *employee engagement* khususnya pada generasi Y dan generasi Z.

Model empiris yang terbentuk pada penelitian ini diadopsi dari penggabungan penelitian-penelitian sebelumnya. Variabel yang digunakan terdiri atas variabel eksogenus *work environment* (WE), *leadership* (LD), *team and co-worker* (TC), *training and career development* (TD), *compensation* (CO), *organizational policies* (OP), dan *workplace well-being* (WB), kemudian variabel endogenus *employee engagement* (EE) *discretionary effort* (DE) dan *turnover intention* (TI). Proses pengolahan data menggunakan metode analisis statistika *Partial Least Squares Structural Equation Modeling* (PLS SEM). Data didapatkan dari kuesioner yang disebarkan secara *online*. Total responden yang didapatkan sejumlah 254 partisipan yang tersebar di seluruh sektor perusahaan di Indonesia. Analisis tambahan menggunakan *Partial Least Square Multigroup Analysis* (PLS-MGA) dilakukan untuk menguji efek perbedaan dari generasi terhadap hubungan variabel laten penelitian.

Hasil dari penelitian ini menunjukkan bahwa WE, LD, TC, TD, CO, OP, dan WB berpengaruh secara positif dan signifikan terhadap EE. Kemudian variabel EE berpengaruh positif dan signifikan terhadap DE namun negatif dan signifikan terhadap TI. Diketahui pula bahwa terdapat perbedaan pengaruh *employee engagement* pada generasi Y dan Z. Generasi Y berpengaruh signifikan terhadap hubungan TC, CO, OP, dan WB terhadap EE serta EE terhadap DE dan TI. Sedangkan pada generasi Z berpengaruh signifikan hubungan TD dan WB terhadap EE serta EE terhadap DE dan TI. Selain itu pada penelitian ini juga menghasilkan perbedaan yang signifikan antara generasi Y dan generasi Z pada hubungan TC, TD, OP terhadap EE dan EE terhadap DE.

Kata Kunci: generasi Z, generasi Y, *employee engagement*, *discretionary effort*, *turnover intention*, PLS-SEM, PLS-MGA

ABSTRACT

Human Resources (HR) is the most valuable asset for a company. Therefore, company need to maintain and fulfill employees need in order to achieve productivity. The challenge faced by the company lately is the presence of employees who are generationally different. Currently, at least the labor force in Indonesia is dominated by Generation Y and Generation Z. Generation Y is a group of generations who were born in 1980-1994, while Generation Z were born in 1995-2009. However, considering the domination of Generation Y and Z in the workforce, it is likely for Gen Y and Gen Z worker's to leave the company if they don't feel engaged. Employee engagement is one way that can make employees stay in the company. Therefore, this study was conducted to determine the factors that influence employee engagement, especially in generation Y and generation Z.

The empirical model formed in this study was adopted from the previous studies. The variables used consist of exogenous variable which are work environment (WE), leadership (LD), team and co-worker (TC) variables, training and career development (TD), compensation (CO), organizational policies (OP) and workplace well-being (WB), and endogenous variable which consists employee engagement (EE), discretionary effort (DE), and turnover intention (TI) variables. The data is processed using *Partial Least Squares Structural Equation Modeling* (PLS SEM) statistical analysis method. Data were obtained from questionnaires distributed online. The total respondents obtained are 254 participants spread across all corporate sectors in Indonesia. Additional analysis using Partial Least Square Multigroup Analysis (PLS-MGA) was performed to examine the effect of differences in generation on the relationship between the latent variables of the study.

The results of this study indicate that WE, LD, TC, TD, CO, OP and WB have a positive and significant effect on EE. Then EE variable has a positive and significant effect on DE but negative and significant on TI. It is also known that there are differences in the effect of employee engagement on generations Y and Z. Generation Y has a significant effect on the relationship between TC, CO, OP and WB on EE and EE on DE and TI. Meanwhile, the Z generation has a significant effect on the relationship between TD and WB on EE and EE on DE and TI. In addition, this study also resulted in significant differences between generation Y and generation Z in the relationship between TC, TD, OP to EE and EE to DE.

Key Words: generation Z, generation Y, employee engagement, discretionary effort, turnover intention, PLS-SEM, PLS MG