

## RESILIENSI SEBAGAI MEDIATOR ANTARA PERAN PERSEPSI DUKUNGAN SUPERVISOR TERHADAP EMPLOYABILITY PADA KARYAWAN GENERASI Z

*Aulia Rachma Pratiwi<sup>1</sup>, Sumaryono<sup>2</sup>*

*<sup>1,2</sup>Fakultas Psikologi, Universitas Gadjah Mada*

Jl. Sosio-Humaniora 1, Bulaksumur, Yogyakarta 55281, Indonesia

email: [1aulia.rac2002@mail.ugm.ac.id](mailto:1aulia.rac2002@mail.ugm.ac.id) [2sumaryono.cendix\[at\]ugm.ac.id](mailto:2sumaryono.cendix[at]ugm.ac.id)

**Abstract.** *Generation Z faces challenges in developing employability amid labor market instability and the demands of digital transformation. Previous studies have not focused on integrating external support (supervisor support) and intrinsic capacity (resilience) to build sustainable employability in Indonesia. This study examines resilience as a mediator between perceived supervisor support (PSS) and employability. The research employed a quantitative cross-sectional design with 138 Indonesian Gen Z employees selected through purposive sampling. Data were analyzed using mediation analysis with a bootstrapping technique. The results indicate that resilience significantly and partially mediates the relationship between PSS and employability ( $\beta = 0,691$ ,  $CI = [0,428-0,963]$ ,  $p < 0,001$ ). Additionally, the direct effect of PSS on employability remains significant ( $\beta = 0,323$ ,  $p < 0,001$ ). These findings underscore the critical role of resilience-focused interventions in human resource development strategies. Training supervisors to provide proactive psychological support can effectively transform PSS into enhanced employability for generation Z in volatile job markets.*

**Keywords:** *employability, perceived supervisor support, resilience, generation Z*

**Abstrak.** *Generasi Z menghadapi tantangan dalam pengembangan employability di tengah ketidakstabilan pasar kerja dan tuntutan transformasi digital. Studi terdahulu belum fokus pada integrasi dukungan eksternal (dukungan supervisor) dan kapasitas intrinsik (resiliensi) untuk membangun employability berkelanjutan di Indonesia. Penelitian ini menguji resiliensi sebagai mediator antara peran persepsi dukungan supervisor (PSS) terhadap employability. Penelitian dilakukan secara kuantitatif. Subjek dalam penelitian ini berjumlah 138 orang pekerja generasi Z Indonesia yang dipilih dengan metode purposive sampling. Data dianalisis menggunakan analisis mediasi dengan teknik bootstrapping. Hasil menunjukkan resiliensi menjadi mediator parsial yang signifikan dalam menjelaskan peran persepsi dukungan supervisor terhadap employability ( $\beta = 0,691$ ,  $CI = [0,428 - 0,963]$ ,  $p < 0,001$ ), dengan efek langsung persepsi dukungan supervisor tetap signifikan terhadap employability ( $\beta = 0,323$ ,  $p < 0,001$ ). Temuan ini menyoroti pentingnya intervensi berbasis resiliensi dalam strategi pengembangan SDM. Pelatihan supervisor untuk memberikan dukungan psikologis - progresif dapat mentransformasi peran PSS dalam upaya peningkatan employability generasi Z di dunia kerja yang volatil.*

**Kata Kunci:** *employability, persepsi dukungan supervisor, resiliensi, generasi Z*