UNIVERSITAS
GADJAH MADA
**Peran Perceived Supervisor Support terhadap Work Engagement pada Karyawan Gen Z yang Dimediasi oleh
Job-related Affective Well-Being**
Raiqah Dwi Sekarriny, Fuad Hamsyah, S.Psi., M.Sc., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

Peran *Perceived Supervisor Support* terhadap *Work Engagement* pada Karyawan Gen Z yang Dimediasi oleh *Job-related Affective Well-Being*

Raiqah Dwi Sekarriny[1], Fuad Hamsyah[2]
[1,2]Fakultas Psikologi, Universitas Gadjah Mada, Indonesia
E-mail: [1]raiqahdwisekarriny504078@mail.ugm.ac.id, [2]fuadhamsyah@ugm.ac.id

Abstrak. Peningkatan jumlah gen z dalam angkatan kerja memicu kekhawatiran baru bagi organisasi karena karakteristik mereka yang mengutamakan kesejahteraan diri. Hal ini dapat berdampak pada rendahnya tingkat *work engagement* pada karyawan gen z. Lingkungan kerja yang suportif merupakan salah satu faktor penting dalam meningkatkan *work engagement*, terutama dukungan dari atasan. Penelitian ini bertujuan untuk menguji peran *perceived supervisor support* terhadap *work engagement* pada karyawan gen z, serta menganalisis peran *job-related affective well-being* sebagai variabel mediator. Partisipan meliputi 204 karyawan aktif berusia 18-28 tahun yang memiliki atasan. Data dikumpulkan melalui survei daring menggunakan skala *Survey of Perceived Supervisor Support* (SPSS), *Job-related Affective Well-Being Scale* (JAWS), dan *Utrecht Work Engagement Scale* (UWES-9). Analisis data dilakukan dengan metode regresi mediasi menggunakan *software* Jamovi. Hasil analisis menunjukkan adanya pengaruh signifikan secara langsung dan tidak langsung antara *perceived supervisor support* dan *work engagement*. Dimensi positif JAWB berperan secara penuh sementara dimensi negatif JAWB berperan secara parsial. Temuan ini menegaskan bahwa untuk meningkatkan keterikatan kerja karyawan gen z, supervisor perlu menciptakan interaksi yang memicu emosi positif dibandingkan hanya memitigasi beban mental emosional mereka.

Kata kunci: *karyawan gen z, work engagement, perceived supervisor support, job-related affective well-being*

UNIVERSITAS
GADJAH MADA
**Peran Perceived Supervisor Support terhadap Work Engagement pada Karyawan Gen Z yang Dimediasi oleh
Job-related Affective Well-Being**
Raiqah Dwi Sekarriny, Fuad Hamsyah, S.Psi., M.Sc., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

Abstract. The expanding influx of generation z into the workforce triggers organizational concerns due to their distinct characteristics that prioritize personal well-being. This orientation impacts their work engagement, which frequently manifests at the lowest levels compared to other generations. A supportive work environment, particularly robust for direct supervisor support, emerges as a crucial factor in addressing this engagement deficit. This study aims to examine the effect of perceived supervisor support on work engagement among generation z employees, while analyzing the mediating role of Job-related Affective Well-being (JAWB). Utilizing a quantitative cross-sectional design, data were gathered from 204 active employees aged 18–28 via an online survey incorporating the SPSS, JAWS, and UWES-9 scales. Mediation regression analysis was executed using Jamovi software. The findings reveal significant direct and indirect effects of PSS on work engagement. Crucially, the positive emotion dimension of JAWB acts as a full mediator, whereas the negative emotion dimension functions as a partial mediator. These findings underscore that to optimize young employees' work engagement; supervisors must actively foster interactions that stimulate positive emotions rather than merely mitigating their negative emotional burdens.

***Keywords**: gen z worker, work engagement, perceived supervisor support, job-related affective well-being*