

ABSTRACT

The research investigates the mediation role of supervisor's legitimacy on the effect of supervisor's autonomy-supportive motivating style on employee's affective commitment in the context of Generation Y and Generation Z at work in Indonesia. Supervisor's autonomy-supportive motivating style is grounded in the Self-Determination Theory and the concept of locus of control while supervisor's legitimacy refers to the deference to authority as theorized in the Relational Model of Authority. The study is conducted on a sample of 210 employees belonging to Generation Y and Generation Z in Indonesia. The results of the study show that supervisor's autonomy-supportive motivating style, supervisor's legitimacy and affective commitment are positively associated and the supervisor's autonomy-supportive motivating style effectiveness in terms of employee's affective commitment is partially due to the mediation of supervisor's legitimacy. The research contributes to better understand how to manage Generation Y and Generation Z at the workplace. It shows that individuals from those two demographic cohorts can commit affectively to their organizations and motivating style which fosters interpersonal relationship between employees and supervisors and self-determination leads to voluntary consent of supervisor's authority.

Keywords: *Legitimacy, Motivating Style, Affective Commitment, Self-Determination Theory, Generation Y, Generation Z, Relational Model of Authority, Mediation*

INTISARI

Penelitian ini menyelidiki peran mediasi legitimasi supervisor terhadap pengaruh gaya motivasi suportif-otonomi supervisor terhadap komitmen afektif karyawan dalam konteks Generasi Y dan Generasi Z di tempat kerja di Indonesia. Gaya motivasi suportif-otonomi supervisor didasarkan pada Teori Determinasi Diri dan konsep pusat kendali (locus of control) sementara legitimasi supervisor mengacu pada penghormatan kepada otoritas sebagaimana diteorikan dalam Model Relasional Otoritas. Penelitian dilakukan pada sampel 210 karyawan yang termasuk dalam Generasi Y dan Generasi Z di Indonesia. Hasil penelitian menunjukkan bahwa gaya motivasi suportif-otonomi supervisor, legitimasi supervisor dan komitmen afektif berhubungan positif dan efektifitas gaya motivasi suportif-otonomi supervisor dalam hal komitmen afektif karyawan sebagian disebabkan oleh mediasi legitimasi supervisor. Penelitian ini berkontribusi memberikan pemahaman yang lebih baik dalam mengelola Generasi Y dan Generasi Z di tempat kerja. Ini menunjukkan bahwa individu dari dua kelompok demografis dapat berkomitmen secara afektif untuk organisasi mereka dan gaya memotivasi yang mendukung hubungan interpersonal antara karyawan dan supervisor dan determinasi diri mengarah pada penerimaan sukarela atas otoritas supervisor.

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