

ABSTRAK

Generasi Z yang mulai mendominasi angkatan kerja menunjukkan karakteristik yang berbeda dari generasi sebelumnya, khususnya dalam ketahanan menghadapi tekanan kerja dan keterikatan terhadap organisasi. Penelitian ini menguji pengaruh karakteristik individu, *inclusive leadership*, kompensasi, *work flexibility*, dan dukungan organisasi terhadap *employee resilience*, serta dampaknya terhadap *employee engagement* pada pegawai Generasi Z di Kota Bandung. Data diperoleh dari 99 responden melalui *purposive sampling* dan dianalisis dengan PLS-SEM (SmartPLS 4). Hasil menunjukkan bahwa karakteristik individu memberikan pengaruh paling besar terhadap *employee resilience* dan bersifat signifikan, sementara *inclusive leadership*, kompensasi, *work flexibility*, dan dukungan organisasi tidak berpengaruh signifikan. *Employee resilience* berpengaruh signifikan terhadap *employee engagement* dan berperan sebagai variabel antara pada hubungan karakteristik individu dengan *employee engagement*. Temuan ini menunjukkan bahwa ketahanan kerja pegawai Generasi Z lebih dibentuk oleh sumber daya psikologis internal dibandingkan kondisi organisasional.

Kata kunci: *Employee Resilience, Employee Engagement, Generasi Z*

ABSTRACT

As Generation Z increasingly dominates the workforce, its members exhibit distinct characteristics in resilience to work pressure and organizational engagement. This study examines the effects of individual factors, inclusive leadership, compensation, work flexibility, and organizational support on employee resilience, and its subsequent influence on employee engagement among Generation Z employees in Bandung City. Data were obtained from 99 respondents through purposive sampling and analyzed using PLS-SEM with SmartPLS 4. The results show that individual factors have the greatest influence on employee resilience and the effect is significant, while inclusive leadership, compensation, work flexibility, and organizational support show no significant effect. Employee resilience significantly influences employee engagement and functions as an intervening variable in the relationship between individual factors and employee engagement. These findings indicate that resilience among Generation Z employees is shaped more by internal psychological resources than organizational conditions.

Keywords: *Employee Resilience, Employee Engagement, Generation Z*