



{ MUDIMA }



The Influence of Perceived Organizational Support and Generation on Employee Engagement

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ABSTRACT

This study aims to determine the effect of Perceived Organizational Support (POS) and Generational Groups on Employee Engagement using the Focus Group Discussion (FGD) intervention method on the POS variable. This research was conducted at a government agency in Aceh. The population is 126 people. For research subjects or FGD participants, there are seven people. The research method used a quasi-experimental with one treatment and a post-treatment group. The hypothesis is designed based on the theoretical framework and research concept. Based on the results of data analysis, it is known that there is a significant influence of POS on employee engagement, referring to the results of the Wilcoxon test with a coefficient of Z: -2.371 and $p < 0.05$ or an Asymp Sig value of 0.018 < 0.05 . This is consistent with the existing theory that POS affects employee engagement. However, employee engagement is more to the job than to the organization, which is still relatively low. The group dynamics during the FGD were quite visible; participants exchanged different opinions and perceptions about POS to provide new insights leading to changes in views and perceptions about POS, which would affect employee engagement. Meanwhile, the generation found no effect on employee engagement based on the Chi-Square statistical test with an Asymp Sig value of 0.292 > 0.05 . This may be due to the limitations of the research subjects. During the FGD process, the participants provided positive input for increasing organizational support for employees, which they believed would later impact increasing employee engagement

INTRODUCTION

Human resources are an essential asset for the organization because they must be appropriately managed. On the other hand, employees must also be required to contribute to organizational development and the growth and development of employee skills. Employee management always receives essential attention from the organization, for example, by providing attractive compensation and benefits, job training and development for personal employee growth. This is expected to give a sense of comfort and security at work to foster employee attachment to their organization. The extension of employees to the organization becomes very important because it directly influences the contribution to the success and long-term survival of an organization (Swarnalatha and Prasanna, 2012).

Blessing-White, in the Employee Engagement Report (2011), states that *employee engagement* within the organization becomes an essential element or the most effective "business driver" in the success of an organization. Employees are engaged in their work and committed to their organization's support. They encourage the organization to achieve a competitive advantage with higher productivity and lower *turnover* rates. Meanwhile, Hewitt (2015) identified three common behaviours consistently demonstrated by engaged individuals, namely *stay*, *strive* and *strive behaviours*. Meanwhile, Gallup divides three *engagement categories*: *engaged*, *not engaged* and *actively disengaged*.

The author conducted a pre-research to see problems in the field related to *engagement*. The authors conducted an *engagement* survey from Gallup to several employees at the research site. Gallup's survey measures *engagement* from 4 aspects: *basic needs*, *management support*, *teamwork* and *growth*. The results show that the relatively low aspect is in *management support*. This is in line with the theory from Saks (2006), which states that one of the factors that support *employee engagement* is organizational support or *management support*. The idea of *perceived corporate support (POS)* is further explained by Eisenberger and Rhoades (2002), who state that *POS is an employee's perception of the extent to which organizations assess their contributions and care about their well-being*. It is also considered a global belief formed by each employee regarding their assessment of organizational policies and procedures

developed based on their experience of corporate policies and procedures, receipt of resources, interaction with their administrative agents (e.g. *supervisors*) and their perceptions of the organization's concern for their well-being.

The GALLUP organization in 2017 stated that out of 155 countries surveyed, the average employee felt *engaged* with their company only reached 15%. Indonesia is also one of the countries with low *employee engagement*, as evidenced by a GALLUP survey in 2013 with the result that only 8% of workers in Indonesia feel *engaged* with their work. GALLUP identified that the increasing number of Millennials in Indonesia is one of the causes of low *employee engagement* in Indonesia. There is a Millennial nature that needs to be more linear to *employee engagement*. Namely, they tend to change jobs (Tolbize, 2008) easily. This kind of character is not conducive to the stay characteristics of employees *engaged* with their work and company. This is also supported by a survey conducted by Dale Carnegie Indonesia (2017) which states that only 25% of the Millennial workforce feels *fully engaged* with the company (Fajrina and Noer, 2021). Meanwhile, at the place where the study took place, more than 60% were millennials with an age range of 23-41 years.

In this organization, *employee engagement* still needs to improve. In addition to data from pre-research results, information is also obtained that the level of employee attendance in organizational activities is also still ordinary. But on the other hand, the organization has good productivity with fulfilling the work targets charged. This phenomenon is enough to attract the author's attention to research it. It is considered relevant to determine the influence of *POS* and generational groups on *employee engagement*.

In looking at the influence of *POS* on *engagement*, the author uses *focus group discussion* as an intervention technique. Therefore, this research is valuable not only as a development of science in the field of industrial and organizational psychology but also in using *focus group discussions* as a technique in behaviour change intervention.

Theoretical Framework

Employee Engagement

Schaufeli and Baker (2010) describe *engagement* as a positive statement of thought or a positive motivational state and fulfilment associated with work and pleasant employee experiences. This comes along with the behaviour of spirit or mental strength (*vigour*), dedication and passion (*absorption*). Meanwhile, Hewitt (2015) states that *employee engagement* is a statement of emotional and intellectual commitment to a company or group that generates behaviours that will help fulfil the company's promises to customers.

The concept of *employee engagement* described by Hewitt (2015) is characterised by being emotionally aware and attaching itself to work by identifying three common behaviours consistently demonstrated by an *engaged* person: *say*, *stay* and *strive* behaviour. *Say* behaviour is described as consistency in conveying information and positive things about the organization to subordinates, prospective employees and customers. This certainly has a significant impact on the quality of customer service. Meanwhile, the condition of *staying* behaviour is described as having the desire to be part of the organization, despite having the opportunity to work elsewhere. *Stay* is an organizational condition that has an attraction for employees so that employees have a great desire to remain part of the organization. That this condition can reduce the employee *turnover* rate to a very low. Meanwhile, *strive* behaviour is described as an effort to take advantage of spare time, energy and ideas (initiative) to contribute to the organisation's success. Strive conditions are organizational conditions that can encourage employees to proactively provide more effort and show behaviours that contribute to the

The company's success.

Menurt Saks (2006) factors affecting *engagement* that will be used as the basis for this study, including:

1. *Job Characteristics*, jobs that have high job characteristics can encourage employees to interpret the job better or become more *engaged*.
2. *Reward & Recognition*, lack of reward & Recognition can encourage *burnout* and *disengagement*. When employees receive *rewards & Recognition* from the organization, they will have a sense of obligation to respond at a higher level.

3. *Perceived Organizational & Supervisor Support*, a relationship based on support and mutual trust from superiors and organizations, can create a sense of psychological security. Support from others will be able to encourage attachment.
4. *Distributive & Procedural Justice*, when employees have a high perception of organizational fairness, they will be bound to the company. On the other hand, a low perception of justice will cause employees to *withdraw* and *be displaced*.

Perceived Organizational Support

Perceived Organizational Support (POS) is defined as employees' general beliefs about the extent to which organizations value their contributions and care about their well-being (Eisenberger, 2002). Followed by the explanation that *P.O.* is an employee's perception of the extent to which the organization assesses their contribution and cares about their well-being. Eisenberger also stated that if an employee considers that the *POS* he receives is high, then the employee will unite himself as a member of the organization into their self-identity and develop a more positive influence and perception of the organization.

According to Eisenberger, the factors that influence *POS* are the experiences that individuals have and observations about the organisation's daily life in treating employees or people involved with the organization. There are three aspects of treatment from the organization that is considered good and will be able to increase organizational support felt by employees, namely:

a. Justice

It is procedural fairness, that is, how it is supposed to distribute existing resources within an organization.

b. Boss Support

superior's actions as the representative of the organization are responsible for regulating and determining the performance of subordinates; the employees view the actions taken by the manager that is pleasant or unpleasant for the employee as part of the realization of *the POS*.

a. Rewards from Organization and Working Conditions

Rewards in the form of bonuses, salaries, and promotions help communicate a positive assessment of employee contributions that will further contribute to the improvement of *the employee's perceived*

POS. There is also job security, which can provide certainty that the organization will continue to maintain employee membership in the future and is expected to cause higher *POS* felt by employees. The organization's trust in the employee's ability to complete their job duties will also increase organizational support that can be handled by employees. Role pressures such as too much work, job demands that are impossible to complete in a limited time, blurring of roles, and the absence of clear information about individual responsibilities and their rules of procedure, including conflicting work responsibilities will be able to reduce the *POS* felt by employees.

Generation Groups

The difference in generational groups in the work environment is one of the variables that cannot be allowed in managing and developing human resources. The first research on generational group differences was explained by Mannheim (1952), who

stated that the younger generation group could not socialize ideally at work because of the gap between the ideal values taught by the older generation group and the reality faced today by the younger generation.

Strauss and Howe (2009) define a generational group as an aggregate of all people born over twenty years or about the length of one phase of childhood, young adulthood, middle age and old age. There are three criteria that a generation must have: the age of location in history, the same beliefs and behaviours, and membership of the same period. The first criterion means that the same generation will experience critical historical events and social trends together. This will lead to a generation sharing some of the same beliefs and behaviours. The last criterion means that a generation will identify as a different group than others.

Some theories about generational groupings are in the following table:

Table 1. Generation Grouping

| Theory | Generations and Period of Birth | | | | | |
|---|---------------------------------|----------------------------------|-----------------------------|--------------------------------|-------------------------------------|------------------------------------|
| Tapscott (1998) | - | Baby Boom Generation (1946-1964) | Generation X (1965-1975) | Digital Generation (1976-2000) | - | - |
| Zemke et al. (2000) | Veterans (1922-1943) | Baby Boomers (1943-1960) | Gen-Xers (1960-1980) | Nexters (1980-1999) | - | - |
| Lancaster & Stillman (2002) | Traditionalist (1900-1945) | Baby Boomers (1946-1964) | Generation Xers (1965-1980) | Generation Y (1981-1999) | - | - |
| Martin & Tulgan (2002) | Silent Generation (1925-1942) | Baby Boomers (1946-1964) | Generation X (1965-1977) | Millennials (1978-2000) | - | - |
| Oblinger & Oblinger (2005) | Matures (<1946) | Baby Boomers (1947-1964) | Generation Xers (1965-1980) | Gen Y / NetGen (1981-1995) | Post Millennials (1995-present) | - |
| Graeme Codrington & Sue Grant-Marshall (2004) | Baby Boomer (1946 – 1964) | Generation X (1965-1980) | Generation Y (1981-1994) | Generation Z (1995-2010) | Generation Alpha (2011-2025) | - |
| Howe & Strauss (1997) | G.I. Generation (1901-1924) | Silent Generation (1925-1942) | Boom Generation (1943-1960) | Generation X (1961-1981) | Millennial Generation Y (1982-2004) | Homeland Generation/ Z (2005-...?) |

While the following table is about the character of the generation group at the time of work:

Table 2. Characteristics of Employees Across Generations (Tolbize, 2008)

| No. | Characteristic | Baby Boomers | Generation X | Generation Y |
|-----|--|--|--|---|
| 1. | Attitude to work | <i>Workaholic</i> | Work according to needs | |
| 2. | Attitude towards regulations/authorities | Some feel uncomfortable interacting with authority figures, and 5% belong to the authority | Comfortable with authority and not depressed when intimidated, finding prolonged interaction with superiors | Believing that authority should be valued. |
| 3. | Appreciation | Respectful, special handling, respect for their opinion | Want to be appreciated, and listened to, don't expect respect | Want to be appreciated, and listened to, don't expect respect |
| 4. | Tendency to learn <i>soft skills</i> | <i>On the job</i> , group discussions, one person, one coach, in-class learning interactions with friends and feedback. | <i>On the job</i> , group discussions, one person, one coach, interaction with friends, assessment and feedback, group discussions. | <i>On the job</i> , interaction, friend feedback, discussion group, one coach, ratings and feedback. |
| 5. | Tendency Studying <i>the Hard skill</i> | Study in class, <i>on the job</i> , workbooks and manuals, read books, one person one coach | <i>On the job</i> , belajar in-class, workbooks and manuals, reading books, one person one coach | <i>On the job</i> , belajar In class, workbooks and manuals, reading books, one person one coach |
| 6. | Feedback and Supervision | Feeling humiliated by continued feedback Constantly | Immediately and Sustainable | Immediately and Sustainable |
| 7. | Attitude on Employer | Valuing commitment and being loyal to the organization, about 65% of those interviewed wanted to stay with the organization to spend the rest of their working life. | Less loyal to The company compared to previous generations but loyal to people, About 40% of those interviewed wanted to stay with the organization to spend | Committed and loyal When dedicated on ideas, causes, about 20% of those who interviewed want to stay with organizations to spend the rest of their service life |

| | | | | |
|-----|----------------------------------|--|--|---|
| | | | the rest of their working life | |
| 8. | Balance life/work | Sacrificing a personal life for work | Work-life balance | Work-life balance |
| 9. | Success factors | Using a computer, willing to learn new things, have skills organization, <i>deadline</i> | Using a computer, willing to learn new things, have skills organization, <i>deadline</i> | Using a computer, <i>deadlines</i> , <i>multitasking</i> , being ready to learn new things, talking clear and concise |
| 10. | Priority development | Skills training in the field of personal expertise, leadership, computer training | Skills training in the area of personal knowledge, leadership, team building | Leadership, <i>team building</i> , solving problems, training decision-making, skills in the area of expertise personal |
| 11. | Tendency on the style Leadership | Credible, trustworthy, Far-sighted | Credible, trustworthy, far-sighted | Good listener, reliable, Dedicated |

Skeleton Concept Research

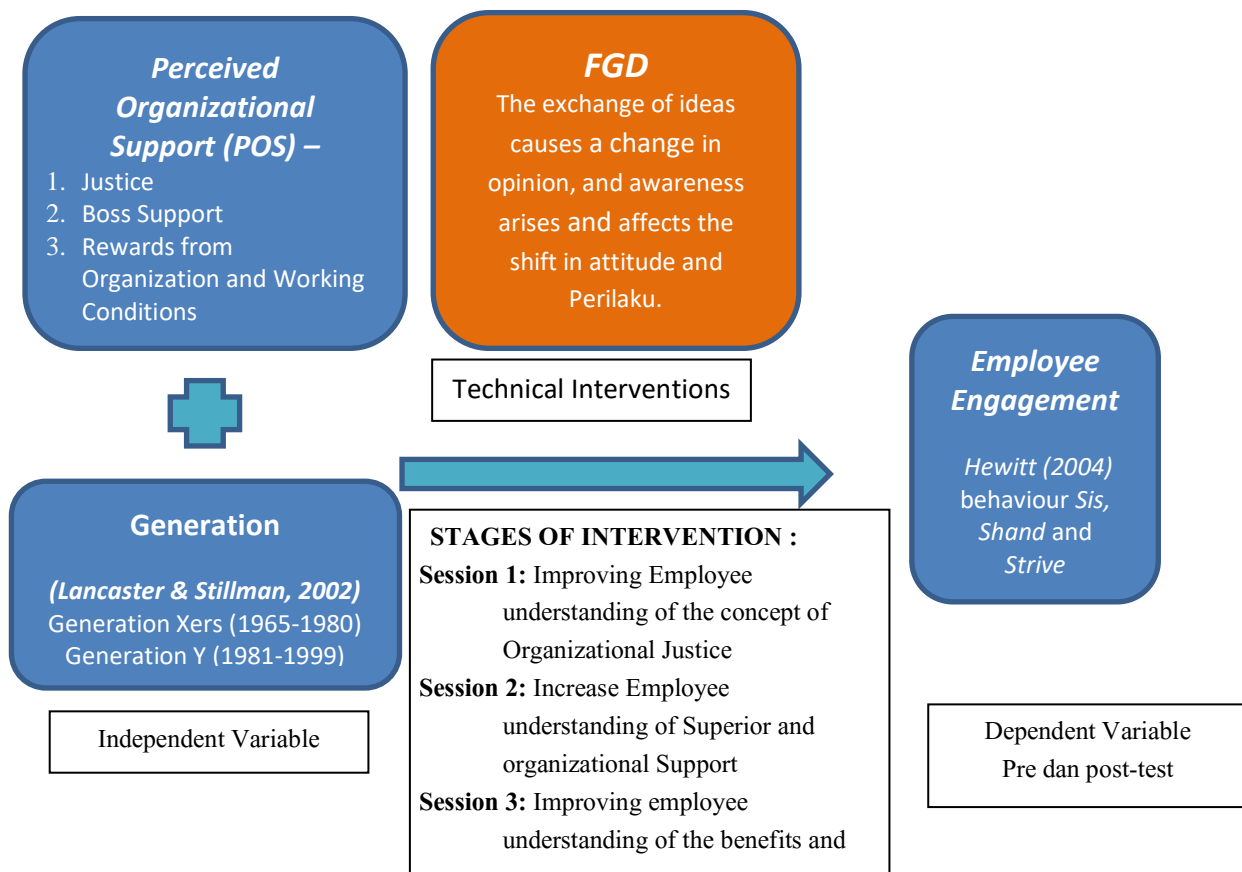


Figure 1. Research Concept Framework

Hypothesis

The hypothesis proposed in this study is that there is an influence of *Perceived Organizational Support* through *Focus Group Discussion* on *Employee Engagement* at oil and gas agency X in Aceh. While the second is that there is an influence of the *Generation Group* on *Employee Engagement* at the X oil and gas agency in Aceh.

METHODS

The methodology used in this study was a quasi-experiment with the design of one *group pre-test and post-test design*, using a limited sample, examining the results of differences in *engagement* levels before and after intervention in the same subject. The design of his research can be described as follows :

Table 3. Quasi-Experimental Research Design with the One-Group Pretest-Posttest Design

| | | |
|----------------|---|----------------|
| O ₁ | X | O ₂ |
|----------------|---|----------------|

The population in this study was 69 people consisting of permanent employees at the oil and gas agency in Aceh and considering that this study used intervention techniques on *POS variables*, which were the subjects or participants of *the FGD* as many as 7 people. The data collection method uses questionnaires, interviews and observations. The questionnaire used to measure *employee engagement* consists of 33 question items based on three dynamic individual behaviors according to Hewitt (2015),

namely *say, stay and strive*. The answers on the questionnaire provide 4 alternative answers in a series of ways from very positive to very negative using ranges ranging from strongly agreeing (point 4), agreeing (point 3), disagreeing (point 2) and strongly disagreeing (point 1). This questionnaire was then tested for validity and reliability using the SPSS for windows version 23 program.

The data from the study were analyzed statistically using non-parametric analysis (subject

<30) of Wilconxon to determine the difference in results from before and after the intervention was given to limited subjects. Meanwhile, to see whether the Generation Group variable affects the *dependent variable (employee engagement)*, the Chi-Square test is used.

For *POS* variables, it is given through *FGD* intervention based on the theory from Eisenberger (2002) which states that there are 3 organizational behaviors that can improve *POS*, namely Justice, Superior Support and Organizational Rewards and Working Conditions. *FGD* is held for 3x with each session discussing aspects that can improve *POS*. During the *FGD*, observations were carried out until the *FGD* was completed, then followed by interviews with all *FGD* participants.

Focus Group Discussion as an Intervention Technique

Focus Group Discussion (FGD) is a method of collecting in-depth qualitative data through a group discussion on a social issue or specific topic (Sugarda, 2020). *FGD* given to the *POS (perceived*

ognizational support) variable was used as an intervention in this study. *FGD* is the most popular intervention method because it is considered economical, easy and profitable where in *FGD* can interview directly with assisted subjects in groups (Paramita & Kristiana, 2013).

One of the characteristics of *FGD* is the stimulus given on a topic of discussion from the Facilitator as the leader of the discussion (Dilshad & Latif, in Laksana 2018). This stimulus causes interaction between discussion participants, namely exchanging ideas, experiences and feelings towards the stimulus given. The existence of this exchange of opinions and strengthened by the direction for self-evaluation from the Facilitator can be useful in making participants aware to change participants' feelings and thoughts about *engagement* in the organization. The process of *sharing* opinions so that it can influence changes in the opinions or perceptions of others to the direction of changes in behavior or attitudes, can be seen in the following picture:

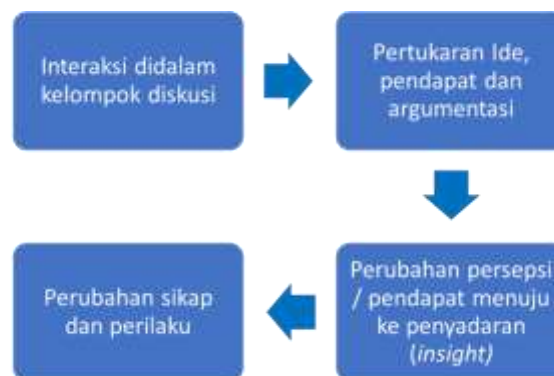


Figure 2. The Process of Change Process in *FGD*

RESULTS AND DISCUSSION

Data Analysis

Focus Group Discussion as an intervention technique given to the *Perceived Organizational*

Support variable was followed by 7 participants with the following data:

Table 4. Research Subjects

| Deputiness | Generation Groups | | Gender | | Education | |
|---------------------|-------------------|-----------------------|--------|-------|-----------|----|
| | X (42-50) | Y (Millennial: 23-41) | Man | Woman | S1 | S2 |
| Internal Management | 2 | 4 | 5 | 1 | 3 | 3 |
| Business Support | 1 | - | 1 | - | - | 1 |
| Sum | 3 = 42,9% | 4 = 57,1% | 6 | 1 | 3 | 4 |

Based on the table above, it can be seen that the number of research subjects included in the generation X and generation Y groups is relatively the same number, as well as the level of education, but it does not seem to be balanced on the number of

sexes of the research subjects. As for the positions of the participants, they are all based on the staff level.

Then a statistical test was carried out to see the effect of *POS* on *employee engagement* with the results in the following table:

Table 5. Data Analysis
The Effect of *Giving POS* Through *FGD* on *Employee Engagement*
NPar Tests

| Descriptive Statistics | | | | |
|------------------------|---|-------|----------------|---------|
| | N | Mean | Std. Deviation | Minimum |
| Pre-test | 7 | 89.29 | 14.762 | 68 |
| Post-test | 7 | 94.71 | 14.739 | 72 |

Table 6. Wilcoxon Signed Ranks Test

| Ranks | | | | |
|-------------------------|----------------|----------------|-----------|--------------|
| | | N | Mean Rank | Sum of Ranks |
| Post-test - Pre-test | Negative Ranks | 0 ^a | .00 | .00 |
| | Positive Ranks | 7 ^b | 4.00 | 28.00 |
| | Ties | 0 ^c | | |
| | Total | 7 | | |
| a. Post-test < Pre-test | | | | |
| b. Post-test > Pre-test | | | | |
| c. Post-test = Pre-test | | | | |

Table 7. Test Statistics

| Test Statistics |
|-------------------------------|
| Post-test - Pre-test |
| -2.371 ^b |
| .018 |
| a. Wilcoxon Signed Ranks Test |
| b. Based on negative ranks. |

Based on the table above shows that:

1. *The negative ranks* or difference (negative) between the employee engagement pre-test and post-test is 0, this indicates that there is no decrease or reduction in the *employee engagement* score from the *pre-test* to the *post-test* condition.
2. *Positive Ranks* or the difference (positive) between employee *engagement* results for pre-test and *post-test*. Here there are 7 positive data (N) which means that the 7 participants experienced an increase in *employee engagement* from the *pre-test* value to the *post-test* value. *The mean rank* or average increase is 4 points, while the number of positive rankings or Sum of Ranks is 28

3. *Ties* is the similarity of pre-test and post-test values, here the *Ties* value is 0l so it can be stated that there is no equal value between pre-test and *post-test*.

Based on the results of the Wilcoxon test, it shows that there is a significant influence of providing *Perceived Organizational Support* through *Focus Group Discussion* on *employee engagement* which is indicated by the value of the Z coefficient of -2.371 with $p < 0.05$ or the Asymp Sig value of $0.018 < 0.05$ or the first hypothesis is acceptable.

Meanwhile, the measurement of the influence of generation groups on *employee engagement* is

carried out using the Chi-Square statistical test as shown in the following table:

Table 8. Data Analysis the Effect of Generation Groups on Employee Engagement

| gen * Employee Engagement Crosstabulation | | | | | | | |
|---|--------|---------------------|-----------|------|------|-----------|-------|
| Count | | Employee Engagement | | | | | Total |
| | | Low | A bit low | Keep | Tall | Very high | |
| gen | gen X | 0 | 1 | 1 | 0 | 1 | 3 |
| | gene Y | 1 | 0 | 1 | 2 | 0 | 4 |
| Total | | 1 | 1 | 2 | 2 | 1 | 7 |

Table 9. Chi-Square Tests

| Chi-Square Tests | | | |
|------------------------------|--------------------|----|-----------------------------------|
| | Value | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square | 4.958 ^a | 4 | .292 |
| Likelihood Ratio | 6.788 | 4 | .148 |
| Linear-by-Linear Association | .105 | 1 | .746 |
| N of Valid Cases | 7 | | |

a. 10 cells (100.0%) have expected count less than 5. The minimum expected count is .43.

The results of the statistical test showed that Asymp was significant by 0.292 which is greater than 0.05, which means that there was no significant influence of the generation group on *employee engagement*, so the second hypothesis was rejected.

Based on the results of the data analysis above, it shows that there is a significant difference between giving *Perceived Organizational Support* through *Focus Group Discussion* on *Employee Engagement* before and after treatment. With this result, it can be interpreted that giving POS through *FGD* can have a positive influence on employee engagement, meaning that the better the *POS* level, the better the employee *engagement* rate will be.

Meanwhile, the influence of Generation Groups (X and Y) on employee engagement shows that there is no significant influence on *employee engagement*. This can be interpreted to mean that the dominance of the age group does not affect the level of *engagement* in this organization.

DISCUSSION

1. The Effect of *Providing Perceived Organizational Support* through *Focus Group Discussion* on *Employee Engagement*

The results of data analysis showed an increase in the value of *the mean rank* before and after *FGD* was given to *POS* for *employee engagement* by 4 points or 5.9%. While the number of positive rankings or *Sum of Ranks* is 28 points. These results mean that there is a significant influence on the provision of *POS* through *FGD* on *Employee Engagement*. This increase in *engagement* is quite significant considering the limited number of *FGD* participants.

The results of this study are in line with the theory of employee engagement from Saks (2006) which states that there are 4 factors that affect *employee engagement*, one of which is the *Perceived Organizational & Supervisor Support* factor. This aspect is defined as a relationship based on the support and mutual trust of superiors and organizations that can create a sense of psychological security for employees. Support from the organization can encourage entanglement. The results of this study prove that the *Perceived Organizational & Supervisor Support* factor

influences employee *engagement*. Then the engagement theory from Gallup which states that one aspect of the formation of *engagement* is the existence of *management support*. This research is also in line with the opinion expressed by Eisenberger et. al., (2002) that *employee engagement* can be influenced or improved, one of which is by giving treatment to aspects of organizational support in the theory of *perceived organizational support*.

Perceived Organizational Support (POS) is defined as an employee's general belief about the extent to which the organization values contributions and cares about employee well-being. Organizational support is very important for employees because it can explain the relationship between organizational treatment, attitudes and employee behavior towards work and the organization. *Perceived organizational support* is also considered as a belief in employee judgments of organizational policies and procedures that are formed based on the employee's experience during interaction with the organization. POS-forming patterns that can be perceived by employees psychologically such as fair reciprocal relationship treatment experienced by employees can create a sense of trust in the organization. If the employee considers that the *POS* he receives is high, then the employee will unite himself as a member of the organization and then develop a more positive influence and perception of the organization. This can foster an employee's commitment to their organization. If the organization can appreciate the dedication and loyalty of employees, then employees will also pay attention to how committed the organization has to themselves. It can be concluded that the better the *POS* of employees in an organization, the better the entanglement of employees.

Employee engagement is described as employee involvement in work and organization. One of them was stated by Perryman, et al (2004) which states that *employee engagement* is a behavior shown by an employee towards an organization with organizational values. An *engaged* employee will care about the survival of his organization, improve its performance and ultimately benefit the organization. Referring to the results of this study, the performance of the organization contributed by the performance of all employees in 2021 and 2022 exceeded the target set. This means that employees have a strong attachment or are highly committed to their work.

But on the other hand, the attachment of employees to the organization is relatively low which is characterized by counterproductive actions of employees to the organization so as to reduce the image of the organization on the external side. This shows that *employee engagement* in the organization is still not well formed.

Considering that this organization has only been formed for 4 years, this condition can be explained that currently, management is still looking for appropriate forms in managing the organization including staffing management. The organization is still in the process of forming and strengthening the implementation of policy systems to become the basis for a future foothold in managing the organization. The establishment of procedures and policies made today is all directed at providing certainty of rules and fairness for all employees so that employees feel supported by the organization to develop and work in the organization. Increasing *employee engagement* with the organization does take a relatively long time. Likewise, the increase in *employee engagement* can be sought by providing continuous support to employees in career development and personal growth which is balanced with strengthening the organizational management system as part of *management support*.

Focus Group Discussion

The process of *FGD* is in accordance with the opinion of Moeliono (2012) who states that *FGD* is an effort to use group interactions to generate data and *insights*. The existence of group interaction in the *FGD* is important and the main thing. With this group interaction, there will be an exchange of ideas or opinions among participants when they answer and discuss various topics or questions raised in the group discussion. Disagreements more or less influence the opinions, perceptions or feelings of participants towards the organization that has been thought of. Other things that have not been seen by the participants so far can be seen by others so that the perception is also different and more positive. This situation makes the opinions, perceptions and feelings of participants change at the end of the *FGD* so that participants become more positive in assessing the organization or there are differences in terms of increasing *engagement* at the end of the *FGD*.

The FGD was attended by 7 participants, held in November 2022. *FGD* participants have their own style of expressing opinions, some are direct to *the*

point, some are very expressive and emotional, and some are calmer in responding to a given case. There are also participants who seem to act as people who are in charge of combining all opinions to become one opinion that can represent all the opinions of each participant. However, because all participants were active, none of the participants looked very dominant, all participants gave their opinions both requested and spontaneously. Each *FGD* session can be followed by participants with enthusiasm and express opinions freely without offending or cornering other parties personally.

In session 1 of the *FGD*, participants issued opinions full of emotions, outpouring of feelings and opinions subjectively issued with excitement. The 2nd session of the *FGD* was also full of different opinions and perceptions among the participants. Meanwhile, in the 3rd session of the *FGD*, participants have begun to be more objective and logical in providing opinions and reasons stated. It is also seen that the acceptance of the decisions or policies of the management of the organization, is no longer addressed emotionally.

This proves that *FGD* can also function as a means of brainstorming emotions in addition to brainstorming or *sharing* so that participants can feel more heard and expressed their opinions and feelings in a special place. After all the emotions are vented, participants can better see the problems and policies of the organization become more objective and more able to think logically.

2. The Effect of Generation Groups on *Employee Engagement*

Based on the results of this study, there is no influence of generation X and generation Y groups on *employee engagement*. According to Tolivize's theory (2008) which explains about the Characteristics of Cross-Generational Employees that generation X and Y groups are less supportive of forming *engagement* in organizations with characteristics including: less loyal to the organization but loyal to people, committed and loyal when dedicated to ideas, credible, trusted, farsighted. This theory is not proven in this study. It can be explained that by looking at the status of this organization. This organization is a government agency that provides security in terms of employment status for all its employees. Direct working ties with the government so as to better ensure the sustainability of staffing status up to

retirement age. Also, the sustainability of the organization because its formation is based on Government Regulations (P.P.). With this condition, it refers to Tolivize's theory which elaborates on the character of the generation group that wants to remain in the organization as much as 40% in the generation X group and 20% in the Generasi Y group is not proven in this organization.

It is also proven based on data that the *turn over* rate in this organization is very low, which is less than 10%. All employees expect to continue working until retirement. However, paying attention to the results of observations during the *FGD* that there are still employees who are not satisfied with what the organization has given to employees so that behavior in the *engagement* aspect, namely *say* (according to Hewitt's theory) becomes unproductive. Words that are less positive for the organization are certainly unfavorable for the good name of the organization.

Another reason for research results that do not support the theory is because the number of research subjects is relatively limited, namely 7 people. It can also be caused by the relatively small age range of research subjects between participants. Most participants have an age range of 3 years so the differences in character are not too noticeable

CONCLUSION

This research shows that *the POS* variable is a factor that can affect *employee engagement*. It is predicted that the higher the *level of employee POS*, the higher the level of *engagement*. *POS* variables were given using *focus group discussion (FGD) interventions*. *FGD* is a directed discussion that can be used as an intervention technique and is considered quite effective in providing a forum for employees to exchange opinions and perceptions about *POS* or organizational support. Exchange opinions, ideas, perceptions and feelings with others about something, effective enough to bring out negative emotions so that and accept the opinions of others so that they become insights to lead to changes in opinions, perceptions, feelings and more positive attitudes towards the organization. It is predicted that the better the *POS*, the higher the level of engagement in the organization, while the generation group does not affect *employee engagement*, especially the generation X and Y groups in this study. This is related to one of the characters of generations X and Y is a relatively low desire to continue working in an

organization (Tolbize, 2008). However, the results of the study do not support the theory because this organization is a government agency that adequately guarantees the continuity of work and the status of harvesters for all employees.

Limitations and Further Research Suggestions

During the research, of course, this research has limitations. The first limitation is related to the relatively small number of participants, causing obstacles in generalizing the research results. The second is related to statistical testing that has not been carried out on *POS* variables before and after the *FGD* intervention is carried out. The third is related to participants who come from one particular position level. The four *FGD* participants were dominated by the male sex and the fifth was the punctuality commitment of the participants which was quite difficult to realize.

For the development of further research, there are several suggestions that can be given. First, add *FGD* participants as research subjects so that the results can be more generalized. Both *FGD* participants can be invited from several levels of position as well as representing from several departments. The three *FGD* participants need to be balanced in terms of gender so that there is no majority sex. The four *FGDs* are carried out in a special place, not at the location of the organization so that participants can focus more on participating in the *FGD*.

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