

## **HUMAN RESOURCES' ROLE IN BUILDING EMPLOYEE ENGAGEMENT IN GENERATION Z**

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Received : 25 July 2025  
Revised : 14 August 2025  
Accepted : 20 August 2025

Published : 10 September 2025  
DOI : <https://doi.org/10.54443/morfai.v5i3.3992>  
Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/3992>

### **Abstract**

This study aims to analyze the role of Human Resources (HR) in building employee engagement among Generation Z, who are beginning to dominate the workforce. The focus of this study is on how HR transforms from an administrative function to a strategic role that is more adaptive to the needs of the new generation. The research method used is a literature study by reviewing various literature, journals, scientific articles, and research reports related to HR, employee engagement, and the characteristics of Generation Z. The results of the study indicate that employee engagement is an important factor in improving organizational performance and sustainability, where employee engagement is influenced by individual aspects such as intrinsic motivation and the need for recognition, as well as organizational aspects such as supportive leadership, open communication, reward systems, and a positive work environment. Generation Z, with its characteristics that value flexibility, work-life balance, and openness to technology, demands a more innovative and humanistic HR management strategy. Therefore, HR is required to create a meaningful, inclusive work environment, and provide space for creativity and self-development, so that engagement can be formed optimally and the organization is able to maintain its competitiveness in the modern era.

**Keywords:** *Human Resources, employee engagement, generation Z, HR strategy, organization.*

### **INTRODUCTION**

The world of work in the modern era is increasingly dynamic along with technological advances, globalization, and social change. Organizations are required to adapt to create a work environment that can encourage productivity, innovation, and retain a quality workforce (Sewang et al., 2024). Digital transformation brings a fast and efficient way of working, while globalization expands competition and opportunities for companies to expand across national borders. On the other hand, social change has given rise to new expectations from the workforce towards organizations, such as the need for flexibility, respect for diversity, and a balance between personal and professional life (Winanda & Veri, 2025). This condition forces organizations not only to focus on achieving business targets but also to strive to create a work environment that provides a sense of security, comfort, and meaning for every employee. Human resources are the most valuable asset in this endeavor, as organizational success is determined not only by business or technological strategy but also by the quality of employee engagement with their workplace (Khairunnisa, 2021).

This engagement is reflected in employee enthusiasm, loyalty, and contribution to achieving shared goals. Without strong engagement, even sound business strategies are difficult to achieve optimally, as employees may work merely to fulfill their obligations. Conversely, when employees feel emotionally and professionally connected to the organization, they are more motivated to innovate, deliver top performance, and maintain the organization's long-term sustainability (Millah et al., 2023). This demonstrates that building employee engagement is not merely a supporting effort but also a foundation for creating sustainable competitive advantage. The arrival of new generations into the workforce also impacts organizational dynamics. Generation Z, born between the mid-1990s and early 2010s, is beginning to dominate the workforce across various sectors. Their presence brings a different perspective than previous generations, both in terms of career orientation, values, and expectations for the work environment. This generation grew up in a fast-paced digital era, accustomed to technology, broad access to information, and a culture of instant communication. They tend to be more critical in choosing jobs, prioritizing opportunities for development, and seeking meaning and experiences that align with their personal identity (Nugroho et al., 2025).

They grew up in an environment closely connected to digital technology, the speed of information, and a more flexible work culture. These characteristics bring different perspectives and expectations regarding the world of work, ranging from the need for recognition, space for growth, to work-life balance. Generation Z not only seeks jobs that provide financial stability but also desires work experiences that add value to their careers (Utomo & Rachmawati, 2023). They highly value a collaborative work environment, open communication, and opportunities for innovation. Organizations that fail to adapt to the characteristics of this generation risk facing challenges such as low motivation, high turnover, and decreased productivity (Hidayat et al., 2025). These conditions can impact the organization's competitiveness, as Generation Z has the potential to become a new driving force that determines the direction of the company's future development. In facing these challenges, the role of Human Resources (HR) is crucial. HR functions not only in administrative aspects but also plays a strategic role in building a healthy and inclusive organizational culture. The HR function has now evolved into a business partner, playing a role in designing employee management strategies, from recruitment and competency development to creating a work environment that supports psychological well-being (Fandika et al., 2024).

One key focus is how to create a high level of employee engagement. Employee engagement reflects the extent to which employees feel emotionally and professionally connected to their work and the organization. High levels of engagement are typically closely linked to job satisfaction, loyalty, and employee commitment to supporting organizational goals (Daniel Dami et al., 2022). Conversely, low engagement can have negative impacts such as decreased productivity, increased absenteeism, and a tendency for employees to leave their jobs. For Generation Z, engagement isn't just about financial compensation, but also about meaningful work experiences, development opportunities, and positive relationships within the workplace. They place significant value on work-life balance, recognition for contributions, and a space to channel creativity and aspirations (Hidayat et al., 2025). This generation tends to prefer organizations that support both personal and professional growth, for example through training programs, mentoring, or clear career opportunities. Furthermore, open interactions, transparent communication, and inspiring leadership are significant factors in influencing their engagement. When these aspects are met, Generation Z will be more motivated to contribute optimally, feel a sense of belonging to the organization, and stay longer in the workplace. The purpose of this study is to outline the role of HR in building employee engagement among Generation Z. This focus is expected to provide a deeper understanding of the strategies organizations can employ in managing their human resources, thereby creating a workforce that is not only productive but also emotionally and professionally engaged.

## **LITERATURE REVIEW**

### **1. Human Resources (HR)**

Human Resources (HR) is a management function focused on managing human resources within an organization (Amelia et al., 2022). According to Raharjo & Wening (2023), HR can be understood as a series of policies and practices designed to manage personnel aspects, including recruitment, training, compensation, performance, and employment relations. The role of HR is no longer limited to administrative matters but has evolved into a strategic partner contributing to the achievement of organizational goals. HR's existence aims to ensure that the organization has a competent, motivated workforce capable of adapting to changes in the dynamic business environment. HR has four primary roles: strategic partner, change agent, administrative expert, and employee advocate (PH, 2012). These roles emphasize the importance of HR in creating added value for both the organization and the individuals who work within it. HR is expected to build an inclusive work culture, increase employee engagement, and design sustainable development strategies.

### **2. Employee Engagement**

Employee engagement is a concept that describes an employee's emotional and psychological attachment to their work and the organization they work for (Alfathian & Hidayat, 2020). According to Hermawan et al. (2023), engagement occurs when an individual fully immerses themselves in their work role through cognitive, emotional, and physical aspects. Employees with high engagement tend to demonstrate enthusiasm, dedication, and extra effort in carrying out their duties. This is why employee engagement is often associated with increased productivity, lower turnover rates, and the creation of more harmonious working relationships between employees and the organization. Evitha et al. (2021) add that employee engagement consists of three main dimensions: vigor (enthusiasm and energy at work), dedication (a sense of involvement, pride, and inspiration in one's work), and absorption (the level of concentration and immersion in one's work). These three dimensions are important indicators in measuring the extent to which employees are truly engaged with the organization. For Generation Z, engagement is influenced not only by material factors such as salary, but also by non-material

aspects such as a positive work environment, opportunities for self-development, and the meaning derived from work.

### 3. Gen Z

Generation Z is a demographic group born between the mid-1990s and early 2010s (William et al., 2024). They are known as digital natives because they have been familiar with technology, the internet, and social media since childhood. As explained by Awalia & Zulkarnaini (2025), Generation Z has unique characteristics compared to previous generations, including the ability to adapt to technology, speed in accessing information, and a tendency to multitask. This generation is also more critical in assessing information and the work environment, so they have high expectations for transparency, openness, and authenticity in social and professional interactions. Generation Z has unique values and preferences in the workplace. They value flexibility, work-life balance, and the opportunity to develop new skills. This generation also prefers organizations that care about social issues, sustainability, and provide space for individual creativity..

## METHOD

This research employed a library research method, focusing on reviewing various literature sources relevant to the topic of "HR's Role in Building Employee Engagement among Generation Z." This library research was chosen because this research did not involve direct field data collection but instead relied on secondary data from various existing references. The literature sources used included books, scientific journals, research articles, reports, and online publications discussing Human Resources (HR), employee engagement, and the characteristics of Generation Z. The data collection process involved identifying, selecting, and analyzing literature relevant to the research theme. Data analysis was conducted descriptively by comparing, connecting, and critiquing findings from various sources, thus providing a comprehensive picture of HR's role in building employee engagement, particularly among Generation Z.

## RESULTS AND DISCUSSION

### The Role of HR in Organizations

Research shows that the role of Human Resources (HR) has evolved significantly from an administrative function to a more strategic one. Initially, HR was positioned primarily as a support unit focused on employee administration, such as recruitment, attendance recording, payroll, and personnel document management (Iswarni et al., 2024). This function was routine and operational, so HR was not seen as directly contributing to the organization's strategic direction. However, with increasing organizational complexity, competitive demands, and increasingly dynamic business environments, HR has begun to transform into a strategic partner that plays a crucial role in achieving the company's vision and mission (Iswarni et al., 2024). HR manages employees not only as resources but also as strategic assets that can determine organizational success.

Over time, HR has become an active role in designing policies that foster a healthy, inclusive, and change-adaptive organizational culture. HR also contributes to creating a fair and transparent reward system and developing competency development programs that align with industry needs and technological developments (Herlina et al., 2022). This role makes HR a key driver in building employee engagement, increasing loyalty, and maintaining organizational sustainability. The changing role of HR is becoming increasingly relevant as organizations face the challenges of globalization, which is increasing competition, technological developments that are changing work patterns, and shifting workforce demographics, now dominated by a new generation. Particularly with the entry of Generation Z into the workforce, the role of HR is required to be more adaptive in managing the diversity of values, characteristics, and expectations that differ from previous generations (Nugroho et al., 2025). Generation Z brings a new perspective that emphasizes flexibility, creativity, and the need for meaningful work experiences. This requires HR to focus not only on administrative aspects or financial compensation, but also on creating a humanistic, collaborative work environment that provides space for personal development.

This shift in HR's role can be understood as a response to the need for organizations to remain competitive amidst an increasingly complex, dynamic, and uncertain business environment. HR is no longer viewed merely as a supporting administrative function, but rather as an integral part of the company's strategy. This strategic role enables HR to ensure that the organization's human resources are truly capable of contributing optimally, not only technically but also in creating added value through emotional and professional engagement with their work. Thus, HR serves as a bridge between the organization's vision and the day-to-day operational realities of employees. This role is closely related to the concept of employee engagement, as emotionally and professionally engaged employees demonstrate loyalty, motivation, and long-term commitment to their organization. Strategic HR can design policies, programs, and a work culture that fosters this engagement, for example through transparent communication, a fair reward system, career development opportunities, and an inclusive and collaborative work environment (Renhoran

et al., 2024). This engagement not only impacts individual productivity but also strengthens team performance and overall organizational stability. For Generation Z, engagement is not only about financial compensation but also about creating meaningful work experiences, opportunities for professional development, and a positive and supportive work environment. This generation tends to seek meaning and value in their work, so they value organizations that provide space for self-actualization, collaboration, and tangible contributions to larger goals. Therefore, HR is required to be more adaptive in developing HR management policies and strategies, not only focusing on administrative and compensation aspects, but also addressing the psychological and social aspects that are key needs of this generation.

One step that can be taken is to create a flexible work culture, both in terms of time and location, that allows Generation Z to balance their personal lives with work. This flexibility is seen as a key factor in attracting and retaining young talent, given that Generation Z highly values work-life balance. Furthermore, HR needs to strengthen transparent communication, where open information and clarity of organizational direction serve as the foundation for building trust between employees and management (Hidayatullah et al., 2025). Generation Z, who grew up in an era of digital openness, demands that organizations not only communicate their vision and mission but also demonstrate their commitment through concrete actions.

On the other hand, providing space for creativity and innovation is also a crucial factor in increasing Generation Z engagement. They have a tendency to experiment, create new things, and seek more effective solutions using technology. Therefore, HR needs to provide mechanisms that allow new ideas to develop, for example through innovation programs, hackathons, or cross-departmental collaboration (Taryono et al., 2024). This support for creativity not only enriches employee contributions but also strengthens the organization's competitiveness in the face of ever-changing market dynamics. These efforts directly impact job satisfaction and employee engagement, while helping the organization reduce turnover rates, increase productivity, and build a reputation as an ideal workplace for the younger generation. This positive reputation not only serves to attract new talent but also serves as social capital that strengthens the company's public image.

### **Employee Engagement as a Determining Factor in Performance**

According to Dami et al. (2022), employee engagement has a significant impact on organizational success. Highly engaged employees demonstrate dedication, passion, and full involvement in their work. They not only complete tasks according to standards but are also willing to exert additional effort to support the achievement of organizational goals. This makes engagement a crucial indicator that differentiates employees who are merely physically present from those who are truly committed. Conversely, low levels of engagement have been shown to correlate with various serious problems within organizations. Disengaged employees tend to lose motivation easily, feel alienated, and work solely to fulfill formal obligations. This often leads to increased turnover rates, high absenteeism, decreased productivity, and reduced quality of service and output. Long-term disengagement can disrupt the work climate, lead to interpersonal conflict, and lower overall team morale. The factors influencing engagement are indeed multidimensional, as employee engagement depends not only on external aspects provided by the organization but also on internal factors within the individual. From an individual perspective, the need for recognition is a crucial element determining the extent to which employees feel valued for their contributions. Younger generations, especially Generation Z, prefer fast, clear, and constructive feedback as a form of appreciation for their efforts. Furthermore, intrinsic motivation—such as pride in their work, personal satisfaction, and opportunities to develop skills—is also a key driver of engagement. When individuals feel they have room to grow and derive meaning from their work, their level of engagement with the organization tends to increase.

Meanwhile, from an organizational perspective, engagement is strongly influenced by the work climate created through policies, leadership, and organizational culture. Open communication allows employees to feel involved in decision-making, fostering a sense of belonging (Shalahuddin & Nurhaliza, 2024). Supportive leadership is also a key factor, where leaders act not only as directors but also as mentors and facilitators for employee development. A positive, collaborative work environment, and a fair reward system can strengthen employee dedication to supporting organizational goals. In line with the concept proposed by Evitha et al. (2021), vigor, dedication, and absorption are tangible manifestations of this engagement. Vigor reflects energy and resilience, dedication reflects emotional commitment to work, while absorption represents the level of concentration and immersion in an employee's activities. These three dimensions make engagement the foundation that not only ensures employee retention but also long-term growth within the organization. In human resource management, HR plays a central role in building this engagement. HR can design training programs focused on skills development, create a fair and transparent reward system, and provide clear career paths for employees. Furthermore, HR must ensure two-way communication between management and employees to foster mutual trust (Fauziah, 2022). These efforts

contribute to an inclusive and supportive work environment, so employees feel valued and motivated to deliver their best performance.

### Characteristics of Generation Z and Their Implications for HR

Literature findings indicate that Generation Z has distinct characteristics from previous generations, particularly in terms of their work orientation and values. This generation grew up in the digital era, making them highly familiar with technology, fast-paced information, and instant communication patterns. They tend to be critical, adaptive, and possess strong multitasking abilities. In the workplace, Generation Z places great emphasis on flexibility, a balance between personal and professional life, and the search for meaning in their work. For them, work is not just a source of income, but also a space for learning, development, and self-expression. Furthermore, Generation Z also tends to prefer organizations that are transparent and open, and provide space for creativity and innovation. They value participatory leadership and an egalitarian communication style, rather than the hierarchical style that may have been more acceptable in previous generations. Research shows that Generation Z also cares more about social issues and sustainability, attracting them to organizations committed to social and environmental responsibility (Komalasari et al., 2024). This makes Generation Z a group that considers not only financial factors but also the reputation and values embraced by the organization.

The implication for HR is the need to adjust HR management strategies to be more relevant to the needs of this generation. HR needs to design policies that support work flexibility, both in the form of more flexible working hours and the use of technology to support remote working. Furthermore, HR must place greater emphasis on self-development opportunities, for example through ongoing training, mentoring, or clear career acceleration programs. A collaborative, transparent, and inclusive work environment is also a crucial factor in building engagement among Generation Z, ensuring they feel valued and motivated to contribute optimally. In the long term, HR's success in managing Generation Z will significantly determine an organization's competitiveness. Given that this generation will soon dominate the workforce, organizations that fail to understand their needs and characteristics risk struggling to retain talent. Conversely, organizations that successfully design HR strategies that align with Generation Z expectations will benefit from a more loyal, innovative, and productive workforce.

### CONCLUSION

Based on the results of the literature review, it can be concluded that the role of Human Resources (HR) is very important in building employee engagement, especially for Generation Z who has unique characteristics compared to previous generations. HR is no longer just an administrative function, but also plays a strategic role in creating a healthy, inclusive, and relevant organizational culture to meet the needs of the times. Employee engagement has been proven to be a determining factor in performance, because employees who are emotionally and professionally engaged will demonstrate high dedication, enthusiasm, and loyalty. For Generation Z, engagement is not only related to financial compensation, but also meaningful work experiences, opportunities for self-development, and a flexible and humane work environment. Therefore, HR's success in understanding and adapting HR management strategies to the needs of Generation Z will be key for organizations to increase productivity, retain talent, and achieve sustainable competitive advantage.

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