

Abstrak

Generasi Z sangat memperhatikan kesehatan mental, namun 77% karyawan di Indonesia *not engaged*. Berdasarkan *Job Demands-Resources Theory*, keterikatan kerja dipengaruhi sumber daya pekerjaan yang dapat terhambat interaksi negatif. Penelitian kuantitatif korelasional ini menguji hubungan *experienced workplace incivility* dengan *work engagement* pada 180 pekerja Generasi Z (19–28 tahun, masa kerja minimal satu tahun). Data dikumpulkan dengan kuesioner skala Likert 4 poin: Skala *Work Engagement* (14 aitem) berdimensi *vigor*, *dedication*, *absorption*, dan Skala *Experienced Workplace Incivility* (7 aitem). Analisis data menggunakan korelasi *product moment* Pearson melalui SPSS versi 27. Hasil menunjukkan hubungan negatif signifikan pada tingkat sedang antara *experienced workplace incivility* dan *work engagement* dengan sumbangan efektif 23,7%. Kesimpulannya, semakin tinggi perlakuan tidak sopan yang diterima pekerja Generasi Z, tingkat keterikatan kerja mereka cenderung semakin merosot. Implikasinya menekankan pentingnya kebijakan proaktif menekan perilaku tidak sopan guna mengoptimalkan keterikatan kerja. Secara teoretis, penelitian memperkaya kajian Psikologi Industri dan Organisasi terkait dinamika interpersonal karyawan muda, sedangkan secara praktis menjadi landasan menyusun program preventif menekan ketidaksopanan kerja.

Kata Kunci: *Experienced Workplace Incivility*, Pekerja Generasi Z, *Work Engagement*.

Abstract

Generation Z pays great attention to mental health, yet 77% of employees in Indonesia are not engaged. Based on Job Demands-Resources Theory, work engagement is influenced by job resources, which can be hindered by negative interactions. This correlational quantitative study examines the relationship between workplace incivility and work engagement among 180 Generation Z workers (aged 19–28, with a minimum tenure of one year). Data were collected using a 4-point Likert scale questionnaire: the Work Engagement Scale (14 items) measuring vigor, dedication, and absorption dimensions, and the Workplace Incivility Scale (7 items). Data analysis used Pearson product-moment correlation via SPSS version 27. The results show a significant moderate negative relationship between workplace incivility and work engagement, with an effective contribution of 23.7%. In conclusion, the higher the uncivil treatment received by Generation Z workers, the more their level of work engagement tends to decline. The implications emphasize the importance of proactive policies to suppress uncivil behavior in order to optimize the work engagement of young employees. Theoretically, this study enriches the study of Industrial and Organizational Psychology regarding the interpersonal dynamics of young employees, while practically serving as a foundation for management in developing preventive programs to reduce workplace incivility.

Keywords: *Experienced Workplace Incivility, Generation Z Workers, Work Engagement.*