THE ROLE OF SOCIAL SUPPORT AND JOB STRESS AS PREDICTORS OF EMPLOYEE PERFORMANCE IN GEN Z

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Abstract

Human resources are the main and crucial element in achieving a company's goals. Effective management is very necessary to direct and move important factors in the organization, in order to achieve the goals that have been set. This research aims to determine the effect of Social Support and Work Stress on the performance of Zoomers generation employees in Serang City. The research method used was a quantitative approach with accidental sampling technique, involving 130 respondents who were employees of the Zoomers generation. Data analysis was carried out using SPSS version 25.0 software.

The research results show that Social Support has a significant influence on employee performance, confirming the importance of support from colleagues, superiors, and the work environment in increasing productivity. In contrast, Job Stress does not show a significant influence on employee performance when tested individually. However, simultaneously, the Social Support and Job Stress variables together have a significant influence on employee performance. These findings provide important insights for companies in managing and empowering Zoomers generation employees, with a focus on increasing social support and managing stress in the workplace to improve overall performance.

Keywords: Social Support, Work Stress, Performance

INTRODUCTION

Human resources are the main and important thing in achieving goals in a company. In a company, of course, in carrying out its activities to achieve its goals, there needs to be good management, because it can direct and move important factors within the organization. The company must be able to develop quality human resources, and have the potential to achieve the company's goals, the mindset and innovation that comes from each individual in the company will be able to realize the success of the company. This is entering the era of industrial revolution 4.0 which demands the readiness of human resources (HR) in mastering technology which makes companies have to be more competitive in the competition. where companies need to develop the quality of the resources they have in order to remain competitive.

The role of human resources really determines the success of the company because it is one of the crucial factors in the process of achieving company goals (Sudarno, 2015). Well-developed human resources are able to create value (valuable) and can become invisible assets (intangible) so that they can increase the company's capabilities (Kasmawati, 2018). In the current era of global competition, a company's ability to manage and optimize human resources is one of the main keys to achieving competitive advantage and sustainable innovation. Human resources who have relevant skills and knowledge can adapt quickly to market and technological changes, thereby helping companies stay relevant and competitive.

Generation Z is the term for the generation born between 1997 and 2012. Commonly referred to as "Gen Z", this generation emerged after the Millennial generation and before the Alpha generation. The oldest generation of Gen Z is currently in their late 20s, many have graduated from college, got married and started families, while the youngest generation are still teenagers. Since childhood, they have been exposed to modern technology, which has formed Gen Z characteristics that are more unique than previous generations, especially in the world of work. They are considered more active, creative and not out of date. Their ability to adapt to technology and innovation makes Gen Z a valuable asset for companies. This kind of figure is what companies need today to encourage sustainable growth and development.

Gen Z is a generation that is close to multimedia and enjoys visual content. Gen Z grew up in the multimedia era and likes visual content. They live in the modern era and are adept at navigating the internet and using social media better than anyone else. That's why YouTube, Instagram, and TikTok are the social media of this generation. The phenomenon of Gen Z joining the workforce is of concern to employers. Because the presence of this generation brings a lot of potential and benefits to the company. Gen Z tends to look for jobs that suit their character, rather than adapting to the type of job and work environment. Gen Z's work culture creates a gap or range between Gen Z's performance style and the company's work culture. In this case, Gen Z employees have very good thinking in terms of new ideas aimed at making the company more able to compete. However, especially for companies that are well established and have been around for a long time, it seems that these ideas are not suitable for the company. In Indonesia itself, there are still many companies that have not been able to follow the work style of Gen Z. To deal with things like this, Gen Z workers must persist and continue to provide their best ideas.

LITERATURE REVIEW

In carrying out their duties, companies need employees who have high performance. The concept of performance measurement is one way to measure an employee's ability to carry out their authority. Many things can influence good employee performance, including motivation, employee work discipline, supervision, leadership style, and other factors. These factors are interrelated and together can increase or reduce employee work effectiveness and efficiency. Motivation, for example, is very important because motivated employees tend to work harder and focus more on company goals. Work discipline ensures that employees work according to established rules and procedures, while effective supervision helps in identifying and dealing with problems before they develop into bigger problems.

Employee performance results can be seen from the development of their overall performance. Employee performance is the result of the activities carried out, and this does not only come from formal education, but also from practical work experience in the field. Formal education provides a theoretical basis and knowledge, but real skills and competencies are often acquired through additional training

and education provided by the company. Training for operational employees and education for company management are very important to ensure that all levels of the organization can work effectively and efficiently. Thus, investing in employee training and development is an important strategy to improve overall company performance.

Operational development and education for company management aims to improve results effectively, while technical development aims to improve concepts and strategies in planning and developing the potential that exists in each company management. To improve performance, leaders must try to complete their work or tasks assigned to them. In order to improve employee performance, high employee motivation is very necessary. Motivation gives a person a reason to work well in accordance with predetermined procedures, standards and targets.

Motivation is a person's drive to work, which can be triggered by various factors such as a large salary, supportive leadership, adequate work facilities, a comfortable work environment, and pleasant coworkers. This motivation is very important in improving employee performance, as stated in research by Brahmasari and Suprayetno (2008). In the context of globalization, workers are faced with various new demands, such as mastering new technology, tighter time limits, changing demands on work results, and changes in work regulations. All of this can create a stressful situation for the workforce. If employees cannot adapt quickly, they may perceive these changes as threats, which over time can lead to stress.

Fred Luthans, in translation by V.A. Yuwono et al (2006:439), stated that many managers report stress related to work, and the constantly changing work environment often makes the atmosphere worse. This work stress gap is a serious problem that can affect every employee in the workplace. Many employees have to take time off every year to relieve conflict and tension in their lives. Job stress can be challenging, stimulating, and enchanting for some people, but for others, it can mean worry, conflict, tension, and fear, depending on how the individual views and deals with the situation. Therefore, it is important for company management to create a supportive work environment, provide adequate training, and ensure that employees feel valued and motivated, in order to minimize the negative impact of work stress.

Experts say that stress can arise as a result of pressure or tension that originates from a lack of harmony between a person and their environment. As stated by Handoko (2008:200), stress is a condition of tension that affects a person's emotions, thought processes and physical condition. Stress that is too great can threaten a person's ability to deal with the environment, which ultimately interferes with the implementation of his duties and work performance. Usually, stress gets stronger when individuals face problems that come repeatedly without pause. This shows that many workers experience excessive stress that should not occur and can be prevented through appropriate steps.

Controlling dysfunctional stress is critical to helping organizations run more effectively. Stress experienced by individuals in an organization can have a significant impact, both on employees and the

organization itself. Therefore, it is important to understand the potential sources of stress in an organization so that necessary prevention can be taken. For example, management can implement employee wellness programs, offer stress management training, and create a more supportive work environment. Thus, organizations can minimize the negative impact of stress, improve employee well-being, and ultimately, increase overall work productivity and effectiveness.

Stephen P. Robbins translated by Benyamin Molan (2006:806) suggests that: The impact of stress on satisfaction is much more direct. Work-related tension tends to reduce general job satisfaction. Although low to moderate levels may improve performance, employees find stress unpleasant. Social support is the act of helping other people and the comfort of communicating with other people (Seers et al., 1983).

This helping behavior is manifested in three forms, namely first, providing affection and maintenance attention which helps maintain self-esteem and supports confidence, second is information assistance and practical problem-solving guidance, and third is support in the form of providing encouragement in the form of assessment or feedback (Seers et al., 1983). Social support is defined as providing a feeling of comfort, both physical and psychological, or family to someone to face problems. Social support is an interpersonal relationship which contains the provision of assistance involving aspects of information, attention, emotions, assessment and instrumental assistance obtained by the individual through interaction with the environment, and has emotional benefits or behavioral effects for the recipient, so that it can shape the individual in solve the problem. When someone is supported by the environment, everything will feel easier. Social support refers to interpersonal relationships that protect individuals against the negative consequences of stress. The social support received can make individuals feel calm, cared for, loved, and develop a sense of self-confidence and competence.
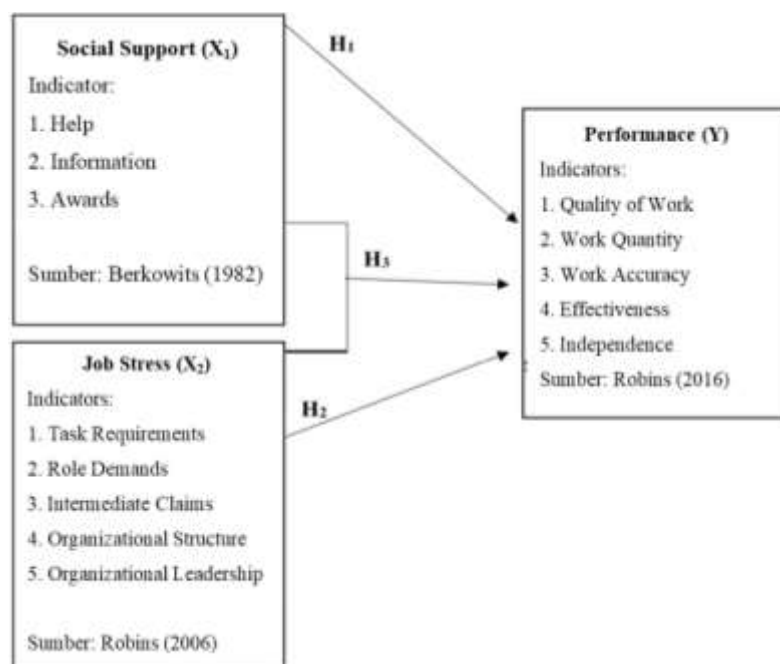

Figure 1. Thinking Framework

METHOD

This quantitative research uses primary data collected through accidental sampling techniques. This technique was chosen to obtain respondents randomly based on their ease of access and availability at the time the research was conducted. The research sample consisted of 130 respondents who were employees of the Zoomers generation or Gen Z in Serang City, namely the generation born between 1997 and 2012.

The data collection process was carried out through a survey using a structured questionnaire designed to collect information about demographic characteristics, work behavior, motivation levels, and their perceptions of the work environment. This questionnaire was distributed in person and online to ensure optimal participation from respondents. Data analysis was carried out using descriptive and inferential statistical techniques to understand patterns and relationships between the variables studied. This research aims to explore how the Zoomers generation adapts to the work environment, the factors that influence their performance, and how they utilize technology and innovation in carrying out their duties. It is hoped that the results of this research will provide insight for companies in managing and empowering employees from this generation.

DISCUSSION RESULT

In this study, the characteristics of respondents were considered based on gender and education level of generation Z employees in Serang City. The description of the respondents can be seen in the following explanation:

Table 1. Gender of Respondents

No.	Jenis Kelamin	Respondent	Presentase
1.	Man	55	42%
2.	Woman	75	58%
Amount		**130**	**100%**

Source: Processed Results

Table 2. Respondents' educational background

No.	Pendidikan	Respondent	Presentase
1.	High school/equivalent	110	85%
2	S1	20	15%
	Jumlah	**130**	**100%**

Source: Processed Results

Hypothesis testing is carried out to find out whether the variables have a significant effect or not. To prove the hypothesis, a partial test is carried out, namely by testing each independent variable with the dependent variable and simultaneous testing together.

Table 3. T Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.089	5.289		3.420	.001
	dukungan social support	.716	.083	.622	8.608	.000
	stres kerja	-.025	.063	-.028	-.392	.696

Source: Processed Results

Table 4. F Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	512.641	2	256.320	42.092	.000b
	Residual	773.367	127	6.090		
	Total	1286.008	129			

Source: Processed Results

The first hypothesis proposed in this research states that it is thought that there is a significant influence between Social Support on Employee Performance. Based on the results of calculations using SPSS version 25.0, the calculated t value was 8,608, which was greater than the t table of 1.97867, and the significance value (α) was more than 0.05. Therefore, H_0 is accepted and H_1 is rejected, which means that there is a significant influence between Social Support (X_1) on the Performance (Y) of retail industry employees among Gen Z in Serang City.

Furthermore, in testing the second hypothesis, the calculation results using SPSS version 25.0 show that the calculated t is -0.392, which is smaller than the t table of 1.97867, and the significance value (α) is less than 0.05. Thus, H_0 is rejected and H_1 is accepted, which means that there is no significant influence between Job Stress (X_2) on the Performance (Y) of retail industry employees among Gen Z in Serang City.

Apart from that, the F test was also carried out, and the results showed that the calculated F value of 42,092 was greater than the F table of 3.07. Thus, H_0 is rejected and H_1 is accepted, which indicates that simultaneously there is a significant influence between Social Support and Job Stress on employee performance. The results of this significance test confirm that the combination of social support and overall work stress levels influence the performance of Gen Z employees in the retail industry in Serang City.

CONCLUSION

Based on the research results, it can be partially concluded that Social Support has a significant effect on employee performance. This shows that social support from colleagues, superiors, and the overall work environment plays an important role in improving employee performance. Thus, Social Support can be considered as one of the main predictors in determining employee performance.

Simultaneously, the research results also show that Social Support and Job Stress, when combined, have a significant influence on employee performance. Although Job Stress individually does not show a significant effect, the interaction between social support and stress levels together influences employee performance as a whole. This emphasizes the importance of holistic management in considering various factors that influence performance, including adequate social support and efforts to manage stress levels in the workplace. These findings provide insight for companies to focus on increasing social support and stress management to increase employee productivity and performance.

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