Developing Gen Z's Psychological Resilience: The Role of Psychological Capital, Job Demand and Perceived Organizational Support

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Abstract: This study is to examine and clarify the impact of psychological capital and job demands on psychological resilience using perceived organizational support as a mediator. The participants are Gen Z employees who work within the business sectors in Salatiga and the sample size was determined using the Slovin formula, resulting in a total of 245 respondents. The statistical tool used in this research is path analysis with Partial Least Square. This study concludes that psychological capital and job demands have a significant effect on the Gen Z employees' psychological resilience in Salatiga and perceived organizational support is a full mediating variable. Through perceived organizational support Gen Z employees who feel supported by their organization are more likely to leverage their psychological resources effectively, leading to greater resilience in the face of challenges, and organizations can help Gen Z employees navigate job demands more effectively and foster greater psychological resilience.

Keywords: Psychological Resilience, Psychological Capital, Job Demands, Perceived Organizational Support

Introduction

Indonesia is enjoying a demographic bonus with 70.72% of its population in productive age (15 to 64), which is hoped to help the country achieve its golden period in 2045. According to IDN Indonesia Gen Z Report, Gen Z or those born between 1997 and 2012 (Maloni et al., 2019), makes up the largest generation group with 74.93 million individuals, or 27.94% of the overall population. Their importance may even bigger than that of the millennials, who comprise the second largest generation in Indonesia, which includes 69.38 million people, or 25.87% of the country's total population. Almost half of Gen Z have entered the productive age, while the rest will be able to participate in the workforce in the coming years. As a generation that grew up after the 1998 political reform in Indonesia and part of the so-

called digital natives, Gen Z surely has a different attitude and behavior compared to the older generations. One of the issues of Gen Z related to work behavior is mental health, the data from the IDN survey (2024) underlines the significance of mental health as a prominent concern among Indonesian Gen Z, with 51% of respondents acknowledging it as a pressing issue. The rise in mental health discussions across social media platforms in recent years has contributed to heightened awareness. Related to that, because Gen Z has entered the workplace, difficulties with mental or psychological health have become an important problem. Developing employees' resilience is crucial considering the current circumstances.

Employee resilience is the ability of an employee to use available resources to continuously grow and adapt at work, even in the face of obstacles or challenging circumstances (Näswall et al., 2019). These difficult conditions can vary widely, according to Lock et al. (2020) the mechanism of resilience between individuals can differ from one another because resilience is closely related to the severity of adversity or difficulties encountered. Starting from resistance to daily routines such as work stress (mild difficulties) to resilience to face extensive difficulties such as current conditions (severe difficulties). In this study, the concept of resilience used is psychological resilience. The psychological problems of these employees will ultimately have an impact on decreasing employee performance and also company performance. Thus, a psychological resilience model is needed.

Research has shown that psychological resilience plays a significant role in helping employees, especially Gen Z, overcome challenges and maintain engagement in their work (Valickienė & Grubė, 2022). Research on Gen Z's psychological resilience reveals a significant gap in the current literature. While there is existing research on psychological resilience in various contexts, such as stress adaptation in later life (Guo et al., 2023; Ong et al., 2006) and during the COVID-19 crisis (Harari et al., 2022), there is limited specific research focusing on the psychological resilience of Generation Z individuals. Studies have explored the impact of psychological resilience on different age groups and professions, but there is a lack of in-depth investigation into the unique factors influencing psychological resilience among Gen Z employees. The current research landscape tends to concentrate on other aspects of Gen Z, such as their career aspirations (Barhate & Dirani, 2021), workplace behaviors (Aggarwal et al., 2020), and social media presence (Lyngdoh et al., 2022), rather than developing into the specific psychological resilience challenges and strengths of this generation. While some studies touch on related topics like mental health perceptions and employee engagement, there is a distinct absence of comprehensive research dedicated solely to understanding the psychological resilience of Gen Z individuals in the workplace. Luthans & Youssef-Morgan (2017) highlight the significance of resilience in organizational psychology, suggesting its importance in the context of psychological capital. While existing studies have explored aspects such as employee stress, turnover, and well-being, there is a need to explore deeper into how psychological capital specifically impacts Gen Z employees in the workplace. Understanding the unique challenges and opportunities that Gen Z can provide valuable insights into developing tailored strategies to support their psychological resilience and professional growth, and by synthesizing these studies, it is possible to establish a strong theoretical basis for a positive association between Generation Z's psychological capital, which includes psychological resilience.

Furthermore, prior research indicates that work-related variables like job demand can also affect employee resilience in addition to psychological capital. Job demands are defined as physical, social or organizational aspects of a job that require sustained physical or mental

effort and are therefore associated with certain physiological and psychological costs (Bakker & Demerouti, 2017; Liang et al., 2022). the Job Demands-Resources model highlights the importance of job resources in alleviating the adverse effects of job demands on employees' well-being and resilience (Chamisa et al., 2020). This suggests that organizations can boost Generation Z employees' psychological resilience by offering adequate job resources and support. Beside individual and occupational factors, the organizational support construct in this study is perceived organization support which is described as a managerial effort to maintain good internal relationships and the flow of information among employees, making them feel valued and that the organization also attends to their comfort and welfare (Erdem et al., 2017). Perceived organizational support has been identified as a significant factor that can moderate the relationship between job demands and psychological resilience. According to (Ceschi et al., 2017) job demands, which encompass the physical, emotional, and cognitive requirements placed on employees, can lead to stress and burnout if not adequately managed. However, when employees perceive high levels of organizational support, they are better equipped to handle these demands, thereby enhancing their psychological resilience. Furthermore, perceived organizational support also can serve as a moderating variable in the relationship between psychological capital and psychological resilience. The interaction between perceived organizational support and PsyCap can significantly influence an employee's resilience, particularly in high-stress environments. The moderating role of perceived organizational support in the PsyCap-resilience relationship is supported by findings from Xu et al., (2020), who posited that organizational support significantly influences the development of psychological capital, which is crucial for fostering resilience. Moreover Tüzün et al. (2018) explained that with a supportive and positive organizational climate, employees can tend to improve themselves, therefore organizational support in creating psychological resilience for employees is very important.

Thus, this research area still has a lot of space for novelty. Research on psychological resilience among Generation Z employees is still relatively scarce. However, as the work environment becomes increasingly dynamic and challenging, the ability to adapt, cope with pressure, and recover from difficult situations has become a critical aspect that needs to be understood, especially for Generation Z. Generation Z possesses unique characteristics compared to previous generations, such as their close connection to digital technology, openness to social issues, and high expectations for work-life balance. These factors suggest that approaches to psychological resilience in Generation Z require deeper exploration. The lack of research in this area creates both an opportunity and an urgency to explore the factors influencing psychological resilience among Generation Z in the workplace. A better understanding of this topic can help organizations design effective human resource management strategies, create supportive work environments, and enhance employee well-being. Therefore, research on psychological resilience in Generation Z is essential to address both academic and practical needs.

The research problem in this study is does psychological capital and job demands can influence Gen Z employees' psychological resilience in Salatiga, with perceived organizational support serving as a mediator variable. Based on this explanation, the research purpose seeks to examine and clarify the impact of psychological capital and job demands on psychological resilience using perceived organizational support as a mediator. Through this research, organizations are expected to be aware of the influence of psychological capital and job demands on Gen Z employees' psychological resilience and to develop HR

management methods to foster psychological resilience from Gen Z employees through the mediating role of perceived organizational support.

Literature Review

Positive Emotion Theory

The foundational theory for psychological resilience is the broaden-and-build theory of positive emotions, proposed by Fredrickson (2001). This theory suggests that positive emotions play a crucial role in building psychological resilience over time. It posits that experiences of positive emotions can contribute to enhancing an individual's resilience, rather than just reflecting existing resilience levels. By broadening individuals' mindsets and building their personal resources through positive emotions, the broaden-and-build theory offers a unique perspective on how psychological resilience can be fostered and strengthened. Positive emotions can help us cope with adversity by increasing our resources and innovative and flexible thinking. According to research, those who experience more positive emotions than others become more resilient over time because they have better coping skills (Amir & Standen, 2019). Furthermore, improved coping abilities predicted increased pleasant emotions over time. Thus, the link is reciprocal, resulting in an upward spiral of positive emotions and well-being over time. The broaden-and-build theory provides a robust theoretical foundation for understanding aspects of psychological resilience, particularly the role of positive emotions in resource-building and recovery. The broaden-and-build theory posits that positive emotions (e.g., joy, gratitude, interest) broaden individuals' thought-action repertoires and help build enduring resources such as social, psychological, and cognitive capacities. These resources are fundamental for psychological resilience, enabling individuals to bounce back from adversity. Positive emotions, even in the face of stress, enable individuals to maintain a broader perspective, foster creative problem-solving, and sustain hope—all of which are central to resilient behavior. Research shows that positive emotions can buffer against stress, enhance coping mechanisms, and improve recovery from challenging situations, aligning with core components of psychological resilience (Guo et al., 2023).

Psychological Resilience, Psychological Capital, Job Demands, Perceived Organizational Support

Psychological capital is one of the many factors that might influence psychological resilience. Research has shown that psychological capital plays a crucial role in combating employee stress, turnover intentions, and job search behaviors (Avey et al., 2011; Roshanfekr, 2022). Psychological capital is defined as a positive psychological state in an individual (Luthans & Youssef-Morgan, 2017). Psychological capital helps individuals strengthen their ability to face the challenges of everyday life by sticking to their principles (Irawati et al., 2022). In addition to creating employee psychological resilience in this pandemic condition, job demands are also a significant construct of employee psychological resilience. Previous studies suggest that enhancing employees' psychological capital, which includes resilience, can decrease stress perceptions and subsequent turnover, indicating a potential positive correlation between psychological capital and resilience (Mridul & Sharma, 2021).

Meanwhile, Fouquereau et al., (2019) added that workload demands are situational cues for the emotional regulation process. According to Bakker & Demerouti (2017), job demands

can indeed influence Gen Z's psychological resilience, Bakker & Demerouti (2017) also suggest that job demands can impact employee well-being, stress levels, and job satisfaction. Additionally, Schilbach et al (2021) highlight that job demands can prepare employees to demonstrate resilience. This indicates that the challenges posed by job demands may contribute to the development of resilience in individuals, including those from Generation Z. Studies have also indicated that psychological resilience can serve as a protective factor against job-related stressors and demanding situations, leading to increased job satisfaction and performance(Hoşgör & Yaman, 2021).

Apart from individual and occupational factors, the organizational support construct in this study is perceived organizational support. Perceived organizational support is an important concept in the literature of organizational behavior where organizational support can explain the relationship between organizations, attitudes, and behavior of employees towards their work and organization (Irawati et al., 2022). Moreover, Van Woerkom et al., (2016) explained that perceived organizational support is organizational support that evaluates how well the organization contributes, considers employee welfare, listens to problems, values life, and treats employees fairly. Perceived organizational support may be impacted by an individual's perception of how an organization handles its employees. The most important factors that are the primary concerns of the employees themselves are the organizational perspective towards employee engagement and ideas, as well as organizational reactions to employee problems. Perceived organizational support can be a variable that mediates the effect of psychological capital and job demands on Gen Z employees' psychological resilience because perceived organizational support is a response to all problems faced by employees. If the organization does not show or contribute to helping individuals who are involved in the problem, then employees will see that there is no support provided by the organization to employees, furthermore, when employees feel that the organization does not provide support for their current condition, it will be difficult for employees to have psychological resilience (King et al., 2016; Schilbach et al., 2021). In addition, perceived organizational support is also an antecedent of employee welfare and health, because if employees see and feel the organization provides support for the difficulties they face, employees will see this support as an effort to build their psychological resilience.

Hypotheses Development

The relation of psychological capital and psychological resilience

Psychological capital plays a crucial role in influencing employees' psychological resilience in the workplace. Several studies have highlighted the significance of psychological capital, which encompasses elements such as self-efficacy, optimism, hope, and resilience, in enhancing various aspects of employee well-being and performance (Asadollahi et al., 2022; Mridul & Sharma, 2021). Psychological capital and resilience are closely related constructs. Resilience refers to the ability to adapt and bounce back in the face of adversity, trauma, or significant stress. Employees with high levels of PsyCap are better equipped to cope with stressors and setbacks, as they possess the psychological resources necessary to navigate challenging situations effectively. Moreover, psychological capital has been linked to organizational outcomes such as job performance (Roshanfekr, 2022) and organizational resilience (Jalil et al., 2021). Overall, the research suggests that psychological capital is a valuable resource that can enhance employees' resilience, job performance, engagement, and overall well-being in the workplace. By cultivating psychological capital through various

interventions and leadership styles, organizations can create a positive work environment that supports employees in facing challenges and thriving in their roles. From this explanation, the hypotheses are described as follows:

H_1 : Psychological capital has a significant influence on the employees' psychological resilience

The relation between job demands and psychological resilience

Job demands can significantly influence employees' psychological resilience in the workplace. Higher job demands, such as workload and stress, can have both direct and indirect effects on psychological resilience (Schilbach et al., 2021). Job insecurity, stress, and prolonged fatigue have been linked to reduced psychological resilience among employees (Tang et al., 2016). Additionally, high job demands in terms of stressors and challenges have been found to impact employees' resilience levels (Chen & Wu, 2022). Moreover, job demands can indirectly affect psychological resilience through various pathways. For instance, job demands may reduce employees' satisfaction of their basic psychological needs, which in turn can negatively impact their resilience. Furthermore, job demands have been associated with increased psychological distress, which can hinder employees' ability to maintain high levels of resilience (Ceschi et al., 2017; Cunha et al., 2022). Overall, the interplay between job demands and employees' psychological resilience is complex, with job demands potentially posing challenges to employees' resilience levels. However, the presence of protective factors such as psychological capital and social support can help employees navigate high job demands and maintain their psychological resilience in the face of workplace stressors. From this explanation, the hypotheses are described as follows:

H_2 : Job demands has a significant influence on the employees' psychological resilience

The relation of psychological capital and perceived organizational support

Psychological capital refers to an individual's positive psychological state of development characterized by having confidence (self-efficacy), hope, optimism, and resilience (Roshanfekr, 2022). Perceived organizational support relates to an employee's belief concerning the extent to which their organization values their contributions and cares about their well-being. Research suggests a significant and positive relationship between psychological capital and perceived organizational support (Arasanmi & Krishna, 2019). Employees who possess higher levels of psychological capital tend to perceive greater organizational support. Resilient employees are better equipped to cope with workplace stressors and setbacks. Perceiving organizational support can serve as a buffer against stress and enhance resilience. Higher levels of resilience may be more attuned to the supportive aspects of their work environment, leading to a perception of greater organizational support. Overall, the relationship between psychological capital and perceived organizational support can fostering positive psychological resources among employees to enhance their perception of organizational support. Organizations can promote psychological capital through training programs, leadership development, and creating a supportive work culture, thereby contributing to greater employee engagement, satisfaction, and psychological resilience. From this explanation, the hypotheses are described as follows:

H_3 : Psychological capital has a significant influence on the employees' perceived organizational support

The relation between job demands and perceived organizational support

The influence of job demands on perceived organizational support (POS) can be complex and multi-faced (Cunha et al., 2022). While high job demands may initially seem to strain perceived organizational support, the relationship between the two factors is influenced by various factors. According to Ceschi et al. (2017), high job demands may lead to resource depletion for employees, such as time, energy, and cognitive resources. When employees are overwhelmed with tasks and responsibilities, they may perceive less support from the organization if they feel that they lack the resources necessary to meet those demands. However, if the organization provides sufficient resources and support to help employees manage their workload, the negative impact of job demands on perceived organizational support may be mitigated. The overall organizational climate and culture play a significant role in shaping employees' perceptions of support. Organizations that prioritize employee well-being, provide opportunities for growth and development, and foster open communication are more likely to have employees who perceive higher levels of organizational support, even in the face of high job demands (Schilbach et al., 2021). Conversely, organizations with a negative or unsupportive climate may struggle to maintain perceived organizational support, regardless of the level of job demands. In summary, while high job demands can pose challenges for employees' perceptions of organizational support, various factors influence the relationship between job demands and perceived organizational support. Organizations can mitigate the negative impact of job demands on perceived organizational support by providing adequate resources and support, fostering a fair and supportive organizational climate, and promoting supportive leadership behaviors (Nauman et al., 2019). By prioritizing employee well-being and support, organizations can enhance perceived organizational support and ultimately improve employee satisfaction, engagement, and resilience. From this explanation, the hypotheses are described as follows:

H_4 : Job demands has a significant influence on the employees' perceived organizational support

The mediating role of perceived organizational support

Psychological capital, which comprises components like self-efficacy, hope, optimism, and resilience itself, has been consistently linked to higher levels of psychological resilience. Individuals with higher psychological capital tend to exhibit greater resilience in the face of adversity, as they possess confidence, a positive outlook, and the ability to bounce back from setbacks (King et al., 2016). Perceived organizational support refers to employees' beliefs about the extent to which their organization values their contributions and cares about their well-being. Research suggests that perceived organizational support can significantly influence employees' psychological well-being and resilience (Xintian & Peng, 2023). When employees perceive higher levels of support from their organization, they feel more valued, secure, and motivated, which can enhance their psychological resilience. Perceived organizational support can act as a mediator in the relationship between psychological capital and psychological resilience. In this model, psychological capital predicts higher levels of perceived organizational support, which, in turn, predicts greater psychological resilience. In other words, individuals with higher levels of psychological capital are more likely to perceive support from their organization, and this perceived support, in turn, enhances their resilience. Employees with higher psychological capital may be more proactive in seeking out and utilizing organizational support resources, such as training, mentoring, or feedback, which in turn strengthens their resilience (Wang et al., 2018). Additionally, employees who

perceive higher levels of support from their organization may feel more empowered and confident in their abilities, leading to greater psychological resilience. In summary, perceived organizational support can serve as a mediator in the relationship between psychological capital and psychological resilience. By fostering a supportive work environment and providing resources to enhance employees' perceptions of support, organizations can indirectly contribute to the development of psychological resilience among their employees, thereby improving their ability to thrive in challenging circumstances.

Job demands, such as workload, time pressure, and role ambiguity, can impact employees' psychological resilience (Ceschi et al., 2017). High job demands can deplete employees' resources and increase stress levels, potentially reducing resilience. However, moderate levels of job demands can also provide opportunities for growth and development, which may enhance resilience. Perceived organizational support can act as a mediator in the relationship between job demands and psychological resilience. In this model, job demands predict employees' perceptions of organizational support, which, in turn, predicts psychological resilience. High job demands may lead employees to seek support from their organization. If they perceive adequate support, they may be better equipped to cope with job demands and maintain their resilience. The relationship between job demands and resilience may operate partially through perceived organizational support. Employees facing high job demands may rely on organizational support systems, such as supportive supervisors, clear communication, or access to resources, to help them cope with stress and maintain resilience (Gökmen et al., 2015). Conversely, a lack of perceived support in the face of high job demands may exacerbate stress levels and reduce resilience. Organizations can enhance employees' resilience by providing adequate support structures and fostering a supportive work environment, especially in the context of high job demands. This may involve providing resources, recognition, opportunities for growth, and supportive leadership practices to help employees cope with stress and maintain their resilience. From this explanation, the hypotheses are described as follows:

H_5 : Perceived organizational support have a positive influence on the employees' psychological resilience

H_6 : Perceived organizational support mediates the relationship between psychological capital and the employees' psychological resilience

H_7 : Perceived organizational support mediates the relationship between job demands and the employees' psychological resilience

Methods

Since there has never been any prior research on Gen Z employees' psychological resilience, this study only focused at Gen Z employees. The data population was obtained from the socio-economic survey conducted by BPS Salatiga in 2023 in Salatiga City, Central Java. The survey results indicate that a total of 633 Gen Z employees. The participants in this study are individuals who are employed or engaged in work within the business sectors. These sectors include wholesale and retail, transportation and warehousing, and manufacturing in Salatiga. It is important to note that the respondents must be Gen Z employees and at least 17 years old. The sample size for this study was determined using the Slovin formula, resulting in a total of 245 respondents. The data collecting process was using an online questionnaire, and

the statistical tool used in this study is the Structural Equational Model with Partial Least Square (PLS) method.

The variables measurement in this study consists of indicators to measure the variables of psychological resilience, psychological capital, job demands, and perceived organizational support. Psychological resilience is defined as an individual's capacity to recover or rise after experiencing adversity or trauma (Amir & Standen, 2019). According to (Luthar, 2006) psychological resilience is included in the personality trait or personality traits and is understood as a process that changes over time. Psychological resilience is a dynamic process that is adaptive or adapts to the context of the difficulties encountered. Psychological resilience is proxied by four dimensions: perseverance, positive emotion, finding the meaning of difficulties, and commitment (Näswall et al., 2019). Psychological capital is the basic competence possessed by individuals to develop awareness, effort, and efficiency in completing work (Çavuş & Gökçen, 2015). In line with this, (Luthans & Youssef-Morgan, 2017) explained that psychological capital is the trust, hope, optimism, and resilience possessed by a person. The measurement of psychological capital is self-efficacy, optimism, hope, and resilience (Çavuş & Gökçen, 2015). Job demands are defined as physical, social, or organizational aspects of a job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs (Bakker & Demerouti, 2007). Furthermore, according to Van Woerkom et al (2016), job demands are measured by work schedule, workload, job content, and job control. Perceived organizational support is a managerial effort to maintain the flow of information, maintain positive internal relationships with individuals in the organization, make them feel valuable and the organization also pays attention to the welfare and comfort of employees (Erdem et al., 2017). According to Erdem et al (2017) perceived organizational support measures with fairness, supervision support, organizational rewards, and job conditions. The variables measurement can be seen in the following table:

Table 1. **Variables Measurement**

Variables	Indicators
Psychological Resilience	Perseverance, positive emotion, finding the meaning of difficulties, and commitment (Näswall et al., 2019).
Psychological Capital	Self-efficacy, optimism, hope, resilience. (Çavuş & Gökçen, 2015).
Job Demand	Work scheduling, workload, job content, job control (Van Woerkom et al., 2016).
Perceived Organizational Support	Fairness, supervision support, organizational rewards, and job conditions. (Erdem et al., 2017)

Findings

Descriptive Statistics

The survey is divided into two parts. The first section gathers participants' personal information, such as age, gender, and related categories. The second step is to create a questionnaire with a Likert scale ranging from 1 to 5, which represents the attitude from "strongly disagree" to "strongly agree". Table 2 shows the amount of Gen Z employees in the research sample based on individual profiles and the business sector in which they work.

Table 2. **Respondent Profile and Distribution**

	Categories	Amount	Percentage
Gender	Male	136	55.6%
	Female	109	44.4%
Business Sector	Wholesale & retail	42	17.14%
	Transportation & Warehousing	77	31.43%
	Manufacturing	126	51.43%

The collected data shows that 136 (55.6%) of the participants were men and 109 (44.4%) of the participants were women. Furthermore, in terms of the business sector where respondents work, the data shows that the sample in the retail sector was 42 employees (17.4%), then in the transportation and warehousing sector there were 77 employees (31.43%), and in the manufacturing sector the number of samples collected was 126 employees (51.43%).

Validity and Reliability

The determinant's reliability, validity, and path analysis were all examined using PLS. The rule of thumb for Composite Reliability (CR) is 0.7 and an Average Variance Extracted (AVE) is 0.5 when assessing validity. According to Hair et al. (2019), the threshold for factor loadings is 0.7. Items with loading less than 0.7 must be removed from the analysis. Our concept validity and reliability scores are above the minimum level, allowing us to advance to the structural modeling test.

Table 3**. Construct Validity**

Construct	Items	Factor Loading	Composite Reliability	AVE	Cronbach Alpha
Psychological Capital	PsyCap1	0.778			
	PsyCap2	0.762			
	PsyCap3	0.815	0.926	0.597	0.886
	PsyCap4	0.752			
	PsyCap5	0.736			
Job Demands	JD1	0.864			
	JD2	0.824			
	JD3	0.778			
	JD4	0.843	0.911	0.672	0.877
	JD5	0.855			
	JD6	0.828			
	JD7	0.825			
Perceived Organizational Support	POS1	0.867			
	POS2	0.869			0.899
	POS3	0.820	0.925	0.712	
	POS4	0.736			
	POS5	0.772			
Psychological Resilience	PR1	0.913	0.887	0.572	
	PR2	0.716			

Construct	Items	Factor Loading	Composite Reliability	AVE	Cronbach Alpha
	PR3	0.882			0.843
	PR4	0.795			
	PR5	0.825			
	PR6	0.933			

Source: SmartPLS results (2023)

Construct validity shows how well the results obtained from the use of a measurement are following the theory used to define a construct. Construct validity consists of convergent validity and discriminant validity. Convergent validity can be seen from the results of the loading factor or from the Average Variance Extracted (Dibbern et al., 2016). From the table above, it can be seen that the loading factor for each items is greater than 0.7, and the Average Variance Extracted (AVE) value of each research variable is greater than 0.5. Thus, it can be concluded that all variables have good convergent validity. Table 3 also shows the reliability test, which was performed to examine the measurement instrument's internal consistency. The reliability test compares the Cronbach alpha value, which must be larger than 0.7, and the composite reliability value, which must be greater than 0.6. Each research variable has a Cronbach alpha value greater than 0.7, and the composite reliability value is greater than 0.6, indicating that the variable measuring tools used in this study are reliable.

Meanwhile, the discriminant validity test is required to analyze the relationship between various constructs. Discriminant validity refers to the concept that various constructs should not be highly correlated. The discriminant validity test in Table 4 indicates that all variables have an Heterotrait Monotrait Ratio (HTMT) below 0.9, based on the HTMT results using the rule of thumb lower than 0.9. This indicates there is no association between the variables in this model. Every variable is valid in the discriminant validity test.

Table 4. **Heterotrait Monotrait Ratio (HTMT)**

Variables	PsyCap	Job Demands	Perceived Organizational Support	Psychological Resilience
PsyCap				
Job Demands	0.123			
Perceived Organizational Support	0.066	0.068		
Psychological Resilience	0.184	0.089	0.512	0.434

Source: SmartPLS results (2023)

Common Method Bias Test

When both the independent and dependent variables are measured in a single survey using the same (i.e., a common) response method (e.g., ordinal scales), common method bias may arise. A widely used test of common method bias is the highest full colinearity variance inflation factor (FCVIF) test, whereby the highest FCVIF in a model is compared against a threshold usually 3.3 (Kock et al., 2021). The result of the CMB test can be seen in the table below:

Table 5. **CMB Test**

Variables	PsyCap	Job Demand	POS	Psychological Resilience
PsyCap			1.037	1.049
Job Demand			1.033	1.055
POS				2.042
Psychological Resilience				

It is clear from the preceding table that there is no CMB because each predictor variable's FCVIF value is less than 3.3.

Hypotheses Tested

The seven hypotheses in this study were examined using Smart PLS, which employed a two-stage statistical analysis approach. Direct testing was conducted in the first stage, followed by indirect testing (mediation) in the second stage. The results of the analysis for hypothesis testing can be seen in the following table:

Table 6. **Direct Effect Result**

Variables	Original sample	Sample mean	Standard deviation	T Statistic	P Values	R^2	Conclusion
PsyCap→Psy. Resilience	0.373	0.369	0.066	5.653	0.000	0.557	H_1: supported
Job Demand→Psy. Resilience	0.362	0.368	0.065	5.613	0.000		H_2: supported
PsyCap → POS	0.197	0.198	0.097	2.025	0.043	0.446	H_3: supported
Job Demand → POS	0.221	0.222	0.098	2.251	0.025		H_4: supported
POS → Psy. Resilience	0.276	0.272	0.056	4.960	0.000		H_5: supported

Source: SmartPLS results (2023)

The study aims to examine the impact of two independent variables, specifically psychological capital and job demands, on the psychological resilience of employees. The findings support hypotheses 1 and 2, suggesting that psychological capital and job demands have significant effects on the psychological resilience of Gen Z employees. The results of the study indicated that the combined influence of psychological capital and job demands explained 55.7% of the variability observed in employees' psychological resilience ($R^2 = 0.557$; p = 0.000). The R^2 value shows that PsyCap and job demand is a substantial predictors of psychological resilience. The variance in perceived organizational support was explained by psychological capital and job demands, which accounted for 46.6% of the variance ($R^2 = 0.466$; p = 0.000). Moreover, The R^2 value for perceived organizational support shows that PsyCap and job demand is a moderate predictors of perceived organizational support. Based on the provided table, it is evident that the statistical T value for all hypotheses exceeds the critical T value of 1.64 for the one-tailed test, and the p-values are less than 0.05 (Hair et al., 2017). It can be concluded that psychological capital and job demands had a favorable and substantial impact on employees' psychological resilience or supporting hypotheses 1 and 2. Psychological capital is found to influence employee psychological resilience.

This result is expected because when employees have psychological capital they will have a positive attitude towards learning and self-development, and have the ability to generate innovative ideas and always be ready to accept new responsibilities. This proactive behavior will give employees the courage to come up with new ideas and have psychological resilience.

Employees' psychological resilience turns out to be influenced by psychological capital. This outcome is anticipated since individuals with psychological capital will be open to learning and personal growth, capable of coming up with creative solutions, and constantly willing to take on new tasks. Employees who exhibit this proactive behavior will be more psychologically resilient and able to generate new ideas. Additionally, employee psychological resilience plays a crucial role in how job demands impact individuals within the workplace. Job demands, such as time pressure, workload, and resource inadequacy, can have varying effects on employees' psychological resilience. Challenging job demands can stimulate motivation and satisfaction when successfully accomplished, while hindering job demands may lead to negative mental or physical health outcomes. Also, job demands can lead to decreased performance and psychological fatigue among employees, particularly when faced with high job demands.

Furthermore, the results also suggest that psychological capital and job demands has a significant effect on perceived organizational support or supporting hypothesis 3 and 4. Percieved organizational support also has a positive and significant effect on the Gen Z employees' psychological resilience, means that hypothesis 5 also supported. Related with hypothesis 3 and 4, psychological capital encompassing positive psychological resources like self-efficacy, optimism, hope, and resilience, significantly influences employees' perceived organizational support in the workplace. While, the relationship between job demands and perceived organizational support is a complex one, influenced by various factors. Perceived organizational support plays a crucial role in moderating the impact of job demands on employees by providing them with the necessary resources, support, and encouragement. By fostering a supportive organizational environment, employers can help employees navigate and cope with job demands more effectively, leading to improved resilience, job satisfaction, and performance. In conclusion, all of the formulated direct influence hypotheses are empirically supported.

Table 7. **Indirect Effect Result**

Variables	Original sample	Sample mean	Standard deviation	T Statistic	P Values	Conclusion
PsyCap→POS→Psy. Resilience	0.034	0.36	0.029	2.508	0.000	H_6: supported
Job Demand→POS→Psy. Resilience	0.027	0.028	0.022	1.913	0.002	H_7: not supported

Source: SmartPLS results (2023)

The indirect impact presented in table 3 shows that the relationship between psychological capital and employees' psychological resilience is mediated by perceived organizational support. This is supported by the p-values, which are less than 0.05, hence providing evidence in favor of hypothesis 6. Furthermore, the p-values of hyphotesis 7 is less than 0.05, it can be concluded that hypothesis 7 is also supported, in other words percieved organizational support is mediates the relation of job demands on the employees' psychological resilience. Therefore, in the relationship between psychological capital and job demands and individuals' psychological resilience, perceived organizational support acts as a full mediator. The arrows in the SmartPLS model diagram (Figure 2) show which way the constructs are related to one another. They demonstrate the relationship between a construct

and other constructs. The link between latent variables, or constructs, and their indicators is also shown by arrows going from variables to indicators. These comprehensive model tests are shown in Figure 1.

Figure 1. **Estimated Model Result**
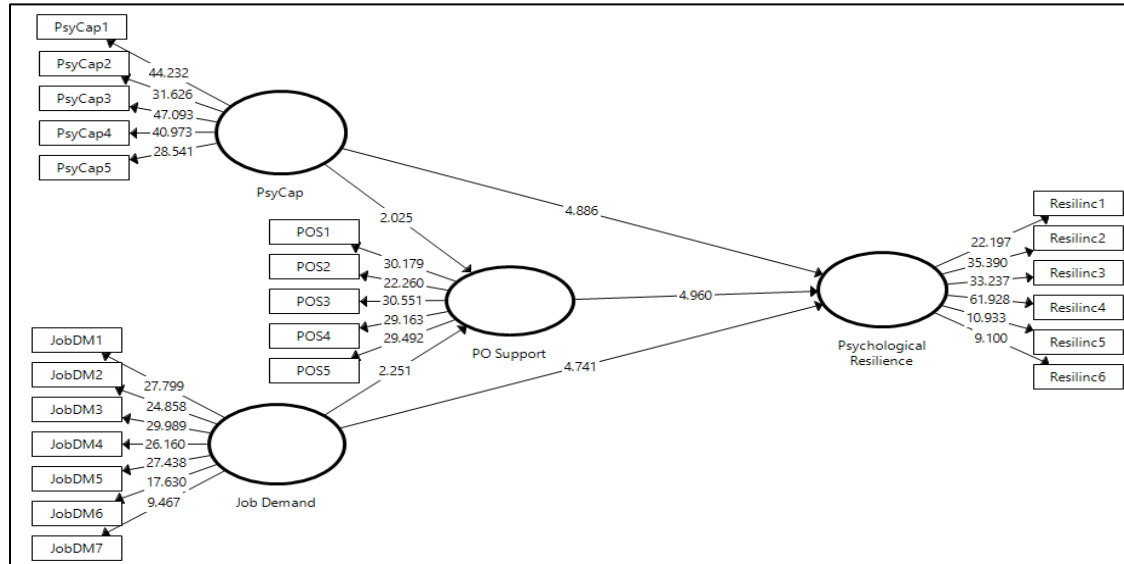
Sources: SmartPLS results (2023)

The relationship between psychological capital and psychological resilience

Based on data analysis and hypothesis testing, Salatiga's Gen Z employees' psychological resilience is positively impacted by psychological capital. This result is in line with previous research which explains that psychological capital has been associated with improved mental health outcomes, such as lower levels of anxiety and depression (Asadollahi et al., 2022). The positive impact of psychological capital on individuals' ability to cope with stressors and challenges is evident across various populations, including students, entrepreneurs, and healthcare professionals (Gautam et al., 2019; Wang et al., 2018). In conclusion, psychological capital, with its components of hope, self-efficacy, resilience, and optimism, serves as a crucial factor in promoting psychological resilience among individuals, including Generation Z. By enhancing positive psychological resources, individuals can better navigate difficulties, maintain well-being, and achieve higher levels of performance and satisfaction in different aspects of life. Interventions aimed at enhancing psychological capital, such as resilience training programs and positive psychology interventions, may help bolster the resilience of Gen Z individuals and equip them with the tools needed to navigate life's challenges successfully. Additionally, creating supportive environments that foster the development of psychological capital can further promote the well-being of Gen Z individuals and empower them to thrive in an ever-changing world.

The relationship between job demands and psychological resilience

The following research shows that the second exogenous variable, work demands, has a favorable influence on Gen Z employees' psychological resilience. Job demands refer to the physical, social, or organizational aspects of work that require sustained physical or mental effort and are therefore associated with certain physical and psychological costs resulting in decreased organizational activity (Bakker & Demerouti, 2007; Nauman et al., 2019). To

explore the relationship between job demands and Gen Z's psychological resilience, it is crucial to consider the existing literature on job demands, psychological resilience, and their interaction. Research by Schilbach et al. (2021) emphasizes the significance of understanding various types and levels of job demands concerning resilience, suggesting that both challenge and hindrance job demands can impact employees' ability to exhibit resilience. This study contributes to a more comprehensive understanding of how job demands influence resilience in the workplace. In conclusion, the literature indicates that job demands can significantly affect Gen Z's psychological resilience. Understanding the intricate interplay between job demands, psychological resources like resilience, and job-related outcomes is essential for establishing supportive work environments that enhance well-being and performance among Gen Z employees. Research suggests that while job demands can pose challenges to the psychological resilience of Gen Z individuals, certain factors may mitigate their negative impact. These include access to resources and support systems, opportunities for skill development and autonomy, and organizational cultures that prioritize employee well-being and work-life balance. Employers can promote psychological resilience among Gen Z employees by fostering a supportive work environment, providing clear expectations and feedback, offering opportunities for growth and development, and promoting work-life integration. Additionally, equipping Gen Z individuals with stress management techniques, coping strategies, and resilience-building skills can help them navigate job demands more effectively and thrive in their careers.

The relationship between perceived organizational support and psychological resilience

Perceived organizational support refers to employees' beliefs regarding the extent to which their organization values their contributions and cares about their well-being. The relationship between perceived organizational support and Gen Z's psychological resilience is significant, as shown in the results of hypothesis testing in this study. This finding aligns with prior which explain that perceived organizational support has been shown to have a significant positive effect on psychological resilience among various populations (Irawati et al., 2022). Additionally, research has indicated that perceived social support, which is closely related to perceived organizational support, is positively correlated with psychological resilience (Li et al., 2020). Furthermore, the study by Xintian & Peng (2023) highlights how high levels of organizational support can influence employees' perceptions of insider identity, leading to increased commitment, psychological well-being, and a greater tendency to exhibit high levels of psychological resilience. In conclusion, this research suggests that perceived organizational support is positively associated with psychological resilience among Gen Z individuals. Organizations can foster psychological resilience in their Gen Z employees by prioritizing supportive policies and practices, promoting a positive organizational culture, and actively demonstrating care and appreciation for their workforce. By investing in employee well-being and creating a supportive work environment, organizations can not only enhance the psychological resilience of Gen Z employees but also improve overall performance, retention, and organizational success.

The relationship between psychological capital and perceived organizational support

The relationship between psychological capital and perceived organizational support is intricate and mutually reinforcing, as both concepts contribute to individuals' perceptions of their work environment and their ability to cope with challenges effectively. The relationship

between psychological capital and perceived organizational support has been extensively studied. Luthans & Youssef-Morgan (2017) found that employees' psychological capital is positively related to their performance, satisfaction, and commitment, while a supportive organizational climate is associated with employees' satisfaction and commitment. This indicates that psychological capital is crucial in fostering positive organizational outcomes through perceived support from the organization. In line with previous studies, this research shows that psychological capital has a significant effect on perceived organizational support. The relationship between psychological capital and perceived organizational support is cyclical and dynamic. Employees with higher levels of PsyCap are more likely to perceive organizational support due to their positive outlook, belief in their capabilities, and adaptive coping strategies. In turn, perceiving organizational support reinforces employees' psychological capital by fostering a supportive work environment where their strengths are recognized, and their well-being is prioritized. Organizations can enhance both psychological capital and perceived organizational support by implementing policies and practices that promote employee development, well-being, and engagement. Investing in training and development programs, fostering transparent communication, providing opportunities for advancement, and promoting a culture of respect and fairness contribute to a positive work environment where employees feel valued and supported, ultimately leading to higher levels of psychological capital and perceived organizational support.

The relationship between job demands and perceived organizational support

The relationship between job demands and perceived organizational support has been a subject of interest in organizational research. Studies have shown that job demands can influence the perception of organizational support among employees. For instance, Bakker & Demerouti (2017) highlighted that job resources are crucial in dealing with job demands and are essential in their own right. Additionally, Liang et al. (2022) found that perceived organizational support can enhance employees' sense of self-value, thereby reducing the negative impact of overwhelming job demands. This research shows that job demands have a significant effect on perceived organizational support. It can be concluded, that when employees feel supported by the organization in managing their job demands, they are more likely to experience higher job satisfaction, engagement, and well-being. Overall, the relationship between job demands and perceived organizational support is influenced by various factors, including the nature of the job demands, the availability of supportive resources and policies, interpersonal dynamics, and organizational culture. By understanding how job demands impact employees' perceptions of support, organizations can implement strategies to mitigate the negative effects of job demands and foster a supportive work environment that promotes employee well-being and resilience.

The mediating role of perceived organizational support on psychological resilience

The indirect effect result shows that the relationship between psychological capital and employees' psychological resilience is mediated by perceived organizational support. It means that in understanding the relationship between psychological capital and Gen Z employees' psychological resilience, perceived organizational support can play a crucial mediating role. Psychological capital, comprising elements like self-efficacy, hope, optimism, and resilience, directly influences Gen Z individuals' ability to bounce back from setbacks, navigate challenges, and maintain well-being. Individuals with higher psychological capital are more likely to perceive organizational support because they possess the internal resources (e.g.,

confidence, and optimism) to interpret their work environment positively. They may seek out and notice supportive actions from their organization more readily. Perceived organizational support, in turn, mediates the relationship between psychological capital and Gen Z psychological resilience. When Gen Z individuals perceive their organization as supportive providing resources, recognition, and opportunities for growth, it reinforces their psychological capital. This, in turn, enhances their resilience, as they feel better equipped to cope with stressors and setbacks in the workplace. In conclusion, organizations that foster a supportive work environment, recognize the importance of psychological capital and invest in initiatives to enhance perceived organizational support can effectively promote the resilience and well-being of their Gen Z employees.

Furthermore, the indirect effect result shows that perceived organizational support also mediates the relationship between job demands and the employees' psychological resilience. In other words, this shows that perceived organizational support is a crucial factor in the relationship between job demands and psychological resilience, especially among Generation Z employees. Previous studies said that The Job Demands-Resources (JD-R) model suggests that job demands and resources initiate distinct psychological processes that impact organizational outcomes (Bakker & Demerouti, 2007). Moreover, perceived organizational support has been linked to individual resilience, which in turn influences organizational resilience and job performance (Liu et al., 2019). Job demands, such as high workload, time pressure, and role ambiguity, can directly impact Gen Z individuals' psychological resilience. High job demands may lead to increased stress, burnout, and reduced resilience if individuals perceive themselves as lacking the resources to cope effectively. Moreover, higher job demands may negatively impact perceptions of organizational support if individuals feel overwhelmed and unsupported in meeting those demands. Conversely, organizations that provide support resources, clear communication, and opportunities for growth despite job demands may mitigate this negative impact and foster a sense of support among Gen Z employees. It can be said that perceived organizational support acts as a mediator between job demands and Gen Z's psychological resilience. When Gen Z employees perceive their organization as supportive despite high job demands, it can buffer the negative effects of those demands on their psychological resilience. Perceiving organizational support may involve access to resources, supportive leadership, and a positive organizational culture that values employee well-being. Through the mediation of perceived organizational support, the relationship between job demands and Gen Z's psychological resilience is strengthened. Gen Z individuals who perceive higher levels of organizational support are better equipped to cope with the challenges posed by job demands. They may feel more confident in their abilities to manage stressors, seek out support when needed, and maintain a positive outlook despite adversity.

Conclusion

Based on the discussion above, this study concludes that psychological capital and job demands have a significant effect on Gen Z employees' psychological resilience in Salatiga. Psychological capital serves as a foundation for Gen Z's psychological resilience by equipping individuals with the internal resources and strengths needed to navigate the complexities of life. By fostering self-efficacy, hope, optimism, and resilience, Gen Z can enhance their ability to cope with adversity, maintain a positive outlook, and thrive in the face of challenges. Cultivating psychological capital through education, training, and supportive environments can therefore be instrumental in promoting the psychological resilience of Gen Z. While job

demands can pose initial challenges to Gen Z employees, they also present valuable opportunities for growth, skill development, and resilience-building. By navigating and overcoming job demands effectively, Gen Z individuals can strengthen their psychological resilience, enabling them to thrive in the workplace and face future challenges with confidence and adaptability. Job demands can prompt Gen Z employees to develop adaptive coping strategies to manage stress and pressure.

The research results also show that perceived organizational support is a full mediating variable for the relationship between psychological capital and job demand on the psychological resilience of Gen Z employees. This is a new finding because not much study has talked about psychological resilience, especially for Gen Z employees. Through the mediation of perceived organizational support, the positive influence of psychological capital on Gen Z's psychological resilience is strengthened. Gen Z individuals who feel supported by their organization are more likely to leverage their psychological resources effectively, leading to greater resilience in the face of challenges, and by understanding the mediating role of perceived organizational support sheds light on how organizational factors can influence the impact of job demands on Gen Z's psychological resilience. By cultivating a supportive work environment and prioritizing employee well-being, organizations can help Gen Z employees navigate job demands more effectively and foster greater psychological resilience in the face of workplace challenges. To leverage this insight, organizations should prioritize strategies that enhance perceived organizational support to strengthen the psychological resilience of Generation Z employees by: (1). Developing supportive leadership Practices; (2). Implement Employee Assistance Programs (EAPs); (3). Foster a positive workplace culture by promoting inclusivity, collaboration, and transparency in decision-making and organizing team-building activities and well-being programs that encourage social connection and reduce isolation; (4). Manage job demands proactively; (5). Invest in psychological capital development: offer training programs focused on enhancing psychological capital components; (6). Recognize and reward contributions by establishing systems for rewarding achievements and contributions.

The research is limited by its small sample size, which only includes one location. Consequently, the findings may not accurately represent the entire Gen Z population. Therefore, future research should aim to broaden the scope of the study and add other variables related to work behavior.

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APPENDIX

Research Questionnaire

Developing Gen Z's Psychological Resilience: The Role of Psychological Capital, Job Demand and Perceived Organizational Support

A. Respondent's Identitiy

Name   :
Gender   :
Business sector   :
Company / Organization name   :
Years of working   :

B. Filling Instructions

1. Please read each statement carefully and fill it in according to what you feel and experience in your respective workplaces.
2. To allow further completion of the questionnaire, please make sure that all statements are completed.
3. You are instructed to explain every statement by providing one answer out of the five available option scales.

   1 = Strongly disagree (SD)
   2 = Disagree (D)
   3 = Neutral (N)
   4 = Agree (A)
   5 = Strongly agree (SA)

I. Psychological Capital

Psychological capital is a basic competence possessed by individuals to develop awareness, energy, and efficiency in completing tasks.

NO	Items statement	Answers scale				
		1	2	3	4	5
1	I can find solutions to long-term problems					
2	If I encounter problems at work, I have various alternatives to solve them.					
3	I can get through difficult times at work because I have experienced them before					
4	I am used to dealing with problems at work in various ways					
5	I am optimistic about whatever might happen to my job in the future.					

II. Job Demand

Job demand encompasses all aspects related to the physical and mental conditions of humans, psychological conditions, organizational conditions, social conditions or relationships between individuals, and the state of individuals within a scope that requires effort to be exerted by someone.

NO	Items statement	Answers scale				
		1	2	3	4	5
1	I find it difficult to complete the work within the limited time.					
2	I can complete all works on schedule					
3	My workload is in line with the job description I have to fulfill.					
4	I still feel calm even though there are many tasks I need to complete right now.					
5	I can distinguish between personal matters and work matters.					
6	I don't feel burdened if I have to collaborate with others in my work.					
7	I have control and autonomy to complete my work					

III. Perceived Organizational Support

Perceived organizational support is an organizational support that assures a person that the organization where he works appreciates his contributions and cares about his welfare.

NO	Items statement	Answers scale				
		1	2	3	4	5
1	The organization treats employees fairly					
2	The organization provides assistance when I have problems					
3	The organization values the contributions I make					
4	The organization genuinely cares about my well-being					
5	The organization cares about my job satisfaction					

IV. Psychological Resilience

Psychological resilience is the capacity of employees to utilize resources to continuously adapt and thrive in the workplace, even when facing challenges or difficult conditions.

NO	Items statement	Answers scale				
		1	2	3	4	5
1	I feel ready to face any problems that arise.					
2	I remain patient when facing problems.					
3	I tend to be more reactive when facing problems.					
4	I am able to control my emotions when facing problems.					
5	I am able to think positively when facing problems at work.					
6	I feel that when I experience failure, it's because my own lack of effort					