



Increasing employee engagement through self-efficacy in Gen Z employees at coffee shops in Pontianak City

Erodea Exsi Sutilara¹, Sunardi Ginting²

Management Study Program, Faculty of Economics and Business, Widya Dharma University, Pontianak, Indonesia

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ABSTRACT

This study aims to analyse the role of self-efficacy as a moderator variable in the influence of role conflict on employee engagement of Generation Z employees working in coffee shops in Pontianak City. This study aims to examine how self-efficacy functions as a moderator variable in the relationship between role conflict and employee engagement among Generation Z workers in coffee shops in Pontianak City. The background of this study is based on the phenomenon of the younger generation's increasing involvement in the workforce, especially in the coffee shop industry, which demands high flexibility and adaptability. This study employs a quantitative approach, involving a total of 201 respondents. The sampling technique employed the snowball sampling method, and data analysis was facilitated by WarpPLS software version 7.0. The study's results indicate that role conflict has a positive and significant impact on employee engagement. In addition, self-efficacy has been proven to strengthen the relationship between role conflict and employee engagement, such that individuals with higher levels of self-efficacy are still able to exhibit more optimal commitment, motivation, and involvement despite facing role conflict in the workplace. Theoretically, this study contributes to the understanding of self-efficacy as a moderating factor that enhances engagement under conditions of role conflict. Practically, the findings provide insights for coffee shop managers to design interventions that enhance Gen Z employees' self-efficacy, thus improving engagement even in high-stress environments.

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Corresponding Author:

Sunardi Ginting

Faculty of Economics and Business,

Widya Dharma University, Pontianak,

Jl. HOS Cokroaminoto, 445, Pontianak, West Kalimantan, 78117, Indonesia.

Email: gintingsunardi@gmail.com.

1. INTRODUCTION

Hanging out habits have become a culture in the city of Pontianak. This is marked by the high public interest in coffee, resulting in a widespread presence of coffee shops throughout various corners of the city of Pontianak (Novan et al., 2021). This phenomenon has encouraged many coffee shops to recruit employees from Generation Z, based on the principle that Generation Z values flexibility in their work and is technologically savvy, creative, innovative, and unique, allowing them to express

themselves (Sakitri, 2021; Singh & Dangmei, 2016). In coffee shops, the culture of socialising encourages employees to interact with customers while also completing their work tasks. When they attempt to maintain a friendly attitude while serving quickly, these mixed expectations can create role conflict. Employee engagement is a crucial factor in determining a company's success in achieving its goals. Employees with high engagement tend to exhibit greater enthusiasm in their work and continue to strive to develop their skills within their respective fields (Sahelangi et al., 2024). However, the phenomenon of low employee engagement, especially among Generation Z, still often occurs. Referring to the results of a survey on (Gallup, 2025), Global employee engagement is expected to decline from 23% in 2023 to 21% in 2024. This suggests that companies face significant challenges in maintaining high levels of employee engagement. One of the causes of low employee engagement is role conflict. Referring to research findings (Khushk, 2020), the central conflict that often arises is task conflict, characterised by uncertain task orders, unclear job details, and excessive work pressure to do many tasks at once, thus encouraging stress and resulting in role conflict that significantly contributes negatively and is a cause of low employee engagement. Previous research findings by Firnanda and Wijayati (2021) and Khan et al. (2022) indicate that self-efficacy has a positive and significant influence on employee engagement. Therefore, this study is important to further examine the negative impact of role conflict on employee engagement by considering self-efficacy as a moderator among Generation Z employees in coffee shops in Pontianak City. Despite extensive studies on employee engagement, few have examined how role conflict interacts with self-efficacy among Generation Z employees in informal work environments such as coffee shops. This gap becomes the central focus of the present research.

Role conflict occurs when a person receives a message or demand to fulfil two or more roles that are contradictory or incompatible with each other. Role conflict occurs when a person accepts responsibility for carrying out two or more roles that are not in line with or contradictory to the central role assigned. (Jones, 1993). Role conflict has long been recognised as a central stressor in organisations, and it is noted that contradictory role expectations often reduce employee satisfaction and increase tension in the workplace. Factors that contribute to role conflict include high workloads, multitasking demands, uncertainty, unclear job descriptions, limited resources, and incompatibility between roles and performance expectations. Other triggering factors include cultural diversity, differences in perceptions, values, and attitudes among employees, demands to carry out dual roles at work and at home, including gender-based role conflict, a lack of organisational support and clarity, dependence on coworkers or other departments, and low levels of autonomy in decision-making. (Khushk, 2020) Role conflict can be measured through several items, namely Conflicting Task Demands, which involve performing two or more tasks/roles that are contradictory or difficult to do simultaneously. Resource Limitations: Tasks or roles that must be carried out are not supported by sufficient resources, including time, workforce, funds, or equipment. Power, task, or role incompatibility occurs when the work or role assigned does not align with the employee's abilities, responsibilities, or level of authority. (Schuler et al., 1977).

Self-efficacy refers to an individual's belief in their own ability to plan and execute the actions necessary to address a specific condition or challenge. It is emphasised that an individual's assessment of their own capacity will influence their way of thinking, motivation, behaviour, and emotional responses. (Bandura, 1982). This belief influences behaviour, effort given, persistence, and resilience in the face of difficulties. (Gecas, 1989). Someone with high self-efficacy tends to be more optimistic, does not give up easily, and can overcome problems, whereas someone with low self-efficacy tends not to. (Cervone, 2000) Individuals with low self-efficacy tend to give up more easily and often avoid problems. Factors forming self-efficacy include direct experience of success, vicarious experience through observing others, verbal persuasion in the form of support

or positive feedback, and physiological and emotional conditions that influence self-confidence. (Laily & Urip Wahyuni, 2018). Self-efficacy can be measured through the level of magnitude, or the extent to which challenges in the work can still be accomplished well, which reflects a person's strength, belief in their abilities or competence, and generality, ultimately leading to self-confidence in carrying out their work. (Bandura, 1982).

Employee engagement was first conceptualized by Kahn (1990), who defined it as the psychological conditions under which individuals fully engage themselves physically, cognitively, and emotionally in their work roles. Employee engagement is a positive condition expected by the organisation, which is oriented towards achieving goals and reflects the participation, commitment, passion, enthusiasm, concentration of effort, and energy of employees, thus combining aspects of attitude and behaviour. (Macey & Schneider, 2008). However, a company certainly has the possibility of a decline in employee engagement. It is emphasised (Woodruffe, 2005) that employee engagement does not only come from salary or financial compensation, but the main factors that form it come from various non-financial aspects that shape employee work experiences, career development opportunities, autonomy, a sense of trust, and a pleasant work environment. Humane treatment, organisational commitment, manager support, access to senior leaders, and recognition for performance all strengthen employee engagement. Challenging and meaningful tasks, a good organisational reputation, and a work-life balance make employees more loyal and willing to stay with the company. Employee engagement can be measured through several indicators, such as saying, meaning employees talk positively about the organisation. Stay, meaning having a desire to understand the purpose and find meaning and be part of the organisation, and Strive, meaning the willingness of employees to make extra efforts in achieving organisational and personal goals. (Lalitha Kavya & Padmavathy, 2017).

2. RESEARCH METHODS

This research was conducted using a quantitative method that will test the hypothesis. A total of 208 Gen Z employees in Pontianak City, working at 95 different types of coffee shops, have completed the questionnaire. Seven of these were eliminated because they were not in the Gen Z category, resulting in a net data set of 201 employees. Data acquisition using snowball sampling techniques, Determination of questionnaire values based on the Likert scale, with the measurement method: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree, and the data obtained were processed using WarPLS 7.0. This study employs a quantitative explanatory design to test and explain the moderating effect of self-efficacy on the relationship between role conflict and employee engagement. The snowball sampling method was employed because the exact population size of coffee shop employees could not be accurately determined. A total of 201 respondents participated in this study, which is considered statistically sufficient for Partial Least Squares (PLS) analysis. Based on the inverse square root method recommended by (Kock & Hadaya, 2018). The sample size exceeds the minimum threshold required to ensure stable and valid model estimations in PLS-SEM analysis. To guarantee that the data were collected only from active coffee shop employees, the researcher directly visited each coffee shop to confirm respondents' employment status before distributing the questionnaires. The measurement scales were adapted from previously validated instruments: Role Conflict from Schuler et al. (1977) and Rizzo et al. (1970), Self-Efficacy from Bandura (1982), and Employee Engagement from Lalitha Kavya and Padmavathy (2017). Each variable was measured using three indicators, resulting in a total of 18 statements, rated on a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Furthermore, the data were analysed using the Partial Least Squares (PLS) method, which is particularly effective because it can describe complex relationships among variables and is suitable for predictive models that involve moderating effects. The PLS method is particularly effective because it can describe latent variables that are not directly measured, but rather inferred from statements associated with each indicator of the other latent variables. PLS-SEM is suitable for analysing complex structural models with moderating effects, as it enables the creation of interaction terms through a two-stage approach, providing reliable estimates even with small sample sizes and non-normal data (Hair et al., 2017).

2.1. Conceptual framework

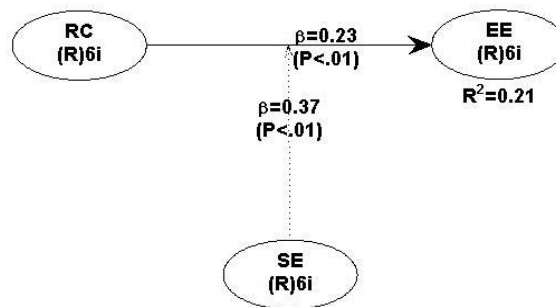


Fig 1. Conceptual Framework

2.2. Hypothesis

H1: Role Conflict has a negative effect on Employee Engagement..

H2: Self-efficacy moderates the relationship between Role Conflict and Employee Engagement.

3. RESULTS AND DISCUSSION

3.1. Results

A. Outer Model

1) Convergent Validity

According to Hair et al. (2019), Convergent validity is the extent to which the indicators in a construct actually measure the same concept.

Table 1. Outer Loading

	RC	SE	EE	SE*RC	Type (as defined)	Standard Error	P value
RC1	(0.807)	-0.162	0.052	0.065	Reflective	0.060	<0.001
RC2	(0.829)	0.005	0.087	0.008	Reflective	0.060	<0.001
RC3	(0.884)	0.039	-0.038	0.013	Reflective	0.060	<0.001
RC4	(0.862)	0.088	-0.055	-0.046	Reflective	0.060	<0.001
RC5	(0.892)	-0.021	0.017	0.003	Reflective	0.059	<0.001
RC6	(0.835)	0.042	-0.058	-0.040	Reflective	0.060	<0.001
SE1	-0.087	(0.680)	-0.093	0.186	Reflective	0.062	<0.001
SE2	-0.120	(0.751)	-0.120	0.158	Reflective	0.061	<0.001
SE3	0.160	(0.726)	0.109	-0.133	Reflective	0.061	<0.001
SE4	0.180	(0.740)	0.033	-0.165	Reflective	0.061	<0.001
SE5	-0.054	(0.809)	0.041	-0.035	Reflective	0.060	<0.001
SE6	-0.068	(0.825)	0.020	0.002	Reflective	0.060	<0.001
EE1	0.037	-0.065	(0.780)	0.010	Reflective	0.061	<0.001
EE2	-0.032	0.008	(0.785)	-0.004	Reflective	0.061	<0.001

EE3	-0.038	-0.279	(0.732)	0.070	Reflective	0.061	<0.001
EE4	-0.021	-0.109	(0.693)	-0.029	Reflective	0.062	<0.001
EE5	-0.173	0.202	(0.595)	-0.004	Reflective	0.063	<0.001
EE6	0.206	0.296	(0.688)	-0.049	Reflective	0.062	<0.001
SE*RC	0.000	0.000	0.000	(1,000)	Reflective	0.058	<0.001

Based on the test results, all indicators in the Role Conflict, Self-Efficacy, and Employee Engagement constructs showed outer loading values above 0.50 and were significant at $p < 0.001$. Thus, the three constructs met the criteria for convergent validity. Although there are several indicators in the Employee Engagement construct that have loading factor values < 0.70 , these indicators are still acceptable because the loading value is above 0.50. The average variance extracted (AVE) of the construct is estimated to be greater than 0.50.

Table 2. Average Variance Extracted (AVE)

RC	SE	EE	SE*RC
0.726	0.573	0.511	1,000

Referring to Hair et al.'s (2019) criteria, an AVE value of ≥ 0.50 indicates that the construct can explain at least 50% of the variance of its indicators, thus meeting the criterion for convergent validity. Thus, the RC construct exhibits excellent convergent validity (AVE = 0.726), while the SE construct also meets the criteria with good convergent validity (AVE = 0.573). The EE construct, although at the minimum acceptable level (AVE = 0.511), is still considered valid. Overall, these results suggest that the research model has met the criteria for convergent validity.

2) Discriminant Validity

a. Cross-Loading

Table 3. Average Variance Extracted (AVE)

	RC	SE	EE	SE*RC
RC1	(0.807)	-0.103	0.102	0.216
RC2	(0.829)	0.067	0.201	0.211
RC3	(0.884)	0.032	0.115	0.242
RC4	(0.862)	0.054	0.119	0.201
RC5	(0.892)	-0.002	0.142	0.237
RC6	(0.835)	0.012	0.093	0.201
SE1	-0.029	(0.680)	0.245	0.225
SE2	-0.078	(0.751)	0.252	0.230
SE3	0.133	(0.726)	0.430	0.115
SE4	0.131	(0.740)	0.380	0.106
SE5	-0.042	(0.809)	0.387	0.147
SE6	-0.046	(0.825)	0.378	0.165
EE1	0.156	0.309	(0.780)	0.117
EE2	0.084	0.367	(0.785)	0.098
EE3	0.113	0.164	(0.732)	0.100
EE4	0.088	0.254	(0.693)	0.061
EE5	-0.067	0.406	(0.595)	0.061
EE6	0.248	0.493	(0.688)	0.164
SE*RC	0.256	0.216	0.141	(1,000)

Discriminant validity serves to evaluate the extent to which a construct differs from other constructs. This test is conducted by comparing the outer loading values of each latent variable that it measures with those of other latent variables. An indicator is declared to meet discriminant validity if the outer loading value against the original construct is higher than the correlation with other constructs. Based on the results of

data processing in the table, all indicators have a greater loading value than other latent variables. This indicates that the indicator accurately measures the latent variable.

b. Fornel-Larcker

Table 4. Fornel Larcker

	RC	SE	EE	SE*RC
RC	(0.852)	0.013	0.151	0.256
SE	0.013	(0.757)	0.458	0.216
EE	0.151	0.458	(0.715)	0.141
SE*RC	0.256	0.216	0.141	(1,000)

The Fornell-Larcker method is analysed by comparing the square root of the Average Variance Extracted (AVE) of each variable to its correlation with other variables. The table above shows that the square root of the AVE of each latent construct has a high value compared to the correlation coefficient between that construct and other latent constructs. The findings obtained indicate that each indicator has good discriminant validity.

3) Reliability

a. Composite Reliability

Table 5. Composite Reliability

RC	SE	EE	SE*RC
0.941	0.889	0.862	1,000

The internal consistency level, with a range of 0.60–0.70, is considered to meet the minimum reliability standards for construct measurement. Based on the data processing results presented in the table, all variables exhibit composite reliability values above 0.70. This value indicates that each indicator has a good level of consistency and stability in measuring the intended latent construct. Therefore, all indicators in this study can be declared reliable and appropriate.

b. Cronbach Alpha

Table 6. Cronbach Alpha

RC	SE	EE	SE*RC
0.924	0.849	0.807	1,000

Cronbach's Alpha is used to test internal reliability (consistency between indicator items within a construct). According to Hair et al., a value of 0.70 or greater is considered adequate, a value of 0.80 or greater is good, and a value of 0.90 or greater is excellent. (A) RC (0.924): falls into the highly reliable category. This means that the indicators measuring role conflict are consistent and stable; (b) SE (0.849): falls into the highly reliable category. This means that the indicator measuring self-efficacy is internally consistent. (b) EE (0.807): falls into the good category. This means that the indicators measuring employee engagement are consistent. SE*RC (1,000): theoretically, this appears because the interaction variable is formed from a combination of two variables (moderation), so its value can be 1,000. This indicates that there is no error or internal

variation, as it is solely the result of calculating the interaction, not the original construct.

Table 7. Direct Effect

No	Predictor Variable	Response Variable	Path Coefficient	P-value	Description
1.	RC	EE	0.235	<0.001	Significant
2.	SE*RC	EE	0.371	<0.001	Significant

B. Inner Model

1) Direct Effect

- The path coefficient RC → EE of 0.235 indicates that role conflict has a positive and significant effect on employee engagement (rejecting H1).
- The interaction variable SE*RC → EE (self-efficacy moderation) was 0.371, significant ($p < 0.001$). This means that self-efficacy moderates the relationship between role conflict and employee engagement. A positive coefficient indicates that self-efficacy can strengthen the influence of role conflict on employee engagement. (accepting H2).

2) Indirect Effect

Table 8. Indirect Effect

No	Predictor Variable	Moderator	Response Variable	Path Coefficient	P-value	Description
1.	RC	SE	EE	0.235	<0.001	Significant
2.	SE*RC	-	-	0.371	<0.001	Significant

The table shows the same values: RC → EE = 0.235 and SE*RC → EE = 0.371, both of which are significant. This indicates an indirect effect through the moderating variable (self-efficacy). This means that self-efficacy is not only an independent variable but also acts as a significant moderating variable.

3) R-square Contribution

Table 9. R-Square Contribution

R-square	RC	SE	EE	SE*RC
RC				
SE				
EE	0.064			0.146
SE*RC				

The R² value indicates the proportion of variance that the model can explain. EE has an R² of 0.064 for RC (6.4%) and 0.146 for SE*RC (14.6%). This means that the role conflict and self-efficacy variables together explain approximately 6.4% to 14.6% of the variation in employee engagement. The higher the R² value, the greater the contribution of the predictor variables in explaining the response variable. This value is considered low to moderate, but still indicates a significant influence.

C. Summary of Model Fit Indices

Table 10. Summary of Model Fit Indices

Indicator	Threshold / Criteria	Obtained Value
Mean Path Coefficient (MPC)	Accepted if p-value <0.05	0.303 (p<0.001)
Mean R ² (MRS)	Accepted if p-value <0.05	0.210 (p<0.001)
Adjusted R ² (AARS)	Accepted if p-value <0.05	0.202 (p<0.001)
Mean block VIF (MVIF)	Accepted if ≤ 5 (ideally ≤ 3.3)	1,010
Overall Collinearity VIF(MFVIF)	Accepted if ≤ 5 (ideally ≤ 3.3)	1,211
GoF (Tenenhaus Index)	≥0.1 (small), ≥0.25 (medium), ≥0.36 (large)	0.384
SPR (Simpson Ratio)	≥ 0.7 (ideally = 1)	1.000
RSCR (R ² Contribution Ratio)	≥ 0.9 (ideally = 1)	1.000
Suppression Ratio (SSR)	≥ 0.7	1.000
NLBCDR (Nonlinear Causality Ratio)	≥ 0.7	1.000

Based on the table above, it is concluded as follows: (a) the MPC value is 0.303, $p < 0.001$, indicating that the model fit criteria are met; (b) the MRS value is 0.210, $p < 0.001$, which means the model fit criteria are met; (c) the AARS value is 0.210, $p < 0.001$, showing that the model fit criteria have also been met; (d) the MVIF value is 1.010 (≤ 5), which means the model fit criteria are met; (e) the MFVIF value is 1.211 (≤ 5), which means the model fit criteria are met; (f) the GoF value of 0.384 (≥ 0.36) shows that the model fit is classified as large (strong); (g) Simpson's paradox ratio value is 1.000 (≥ 0.7), and the model fit criteria are met; (h) the R-squared contribution value is 1.000 (≥ 0.9), and the model fit criteria are met; (i) the statistical suppression value is 1.000 (≥ 0.7), and the model fit criteria are met; and (j) the value of the nonlinear bivariate causality direction ratio is 1.000 (≥ 0.7), which means the model fit criteria are met.

Although the R² values in this study fall within the low-to-moderate range, the overall model can still be considered strong, given the model fit indices. The Goodness of Fit (GoF) value of 0.384 exceeds the threshold of 0.36, indicating a large effect size and demonstrating that the model has substantial explanatory power, despite the relatively low R². This means that even though each construct explains only a moderate portion of the variance, the overall model structure remains statistically valid and theoretically meaningful. From a managerial perspective, the findings provide valuable insights for coffee shop management. Managers can utilise these results by developing employee training and mentoring programs that aim to strengthen self-efficacy through supportive supervision, constructive feedback, and peer collaboration. Such initiatives can help employees remain engaged and motivated even when facing overlapping tasks or role conflicts. However, as the data were collected solely from coffee shop employees in Pontianak City, the results should not be generalized to all Gen Z employees in Indonesia. The findings are context-specific, reflecting conditions in local coffee shop work environments. Future research is encouraged to include broader samples from various regions and industries to validate the generalizability of these findings.

3.2 Discussion

a. The Influence of Role Conflict on Employee Engagement (H1)

Role Conflict has a positive and significant impact on Employee Engagement, with a path coefficient of 0.235. The P-value < 0.001 indicates < 0.05 . This finding suggests that, although role conflict is often perceived as a barrier to work, in the context of Generation Z employees in the coffee shop industry, role conflict can actually lead to higher work engagement. This condition can occur because employees strive to adjust and develop adaptive strategies in response to the diverse demands of their roles.

Previous research generally suggests that role conflict reduces engagement; however, the present findings show a different pattern within this sample. This implies that in work environments that encourage flexibility, social interaction, and peer collaboration, such as coffee shops, employees may perceive role conflict as a stimulating challenge rather than a hindrance.

b. Self-efficacy can moderate the relationship between Role Conflict and Employee Engagement (H2)

Self-efficacy acts as a moderating variable, strengthening the relationship between role conflict and employee engagement. With a path coefficient of 0.371 and a P-value of 0.001 (< 0.05), the second hypothesis (H2) is accepted. This means that individuals with higher levels of self-efficacy can view role conflict as a manageable challenge rather than an obstacle, thereby increasing their engagement at work. Overall, this study highlights the psychological strength of self-efficacy as an essential personal resource that helps employees maintain motivation and involvement despite facing overlapping or contradictory work demands.

4. CONCLUSION

This study concludes that role conflict has a positive and significant impact on employee engagement, with a path coefficient of 0.235 and a P-value < 0.001 . These findings challenge conventional perspectives from previous studies, such as those by Khushk (2020) and Asfahani (2022), which have found that role conflict tends to reduce engagement and increase emotional exhaustion. However, they are consistent with more recent findings by Mudannayake et al. (2024) and Irwan (2024), which reported that when conflict is managed constructively, it can stimulate engagement, innovation, and proactive behaviour. These results indicate that role conflict, under supportive and dynamic work conditions, may function as a positive challenge that motivates adaptive performance among Generation Z employees in coffee shop settings. The moderation analysis further confirmed that self-efficacy plays a significant role in strengthening the relationship between role conflict and engagement, with a path coefficient of 0.371 and a P-value of 0.001 (< 0.05). This result aligns with the findings of Stajkovic & Luthans (1998) and Muallifah & Astuty (2016), who demonstrated that self-efficacy enhances resilience, enabling employees to remain engaged even when faced with complex or conflicting job demands. From a managerial perspective, these findings suggest that coffee shop management should design employee development programs that focus on strengthening self-efficacy. Initiatives such as mentoring, supportive supervision, and constructive feedback can help employees maintain engagement despite overlapping roles or stressors. Strengthening self-efficacy can transform potential work conflicts into learning opportunities and encourage proactive work behaviour.

However, this study has several concrete limitations. The data were collected solely from coffee shop employees in Pontianak City, which limits the generalisation of findings to other regions or industries. Future research should expand its scope by including samples from various service sectors and different regions, and by integrating additional variables such as organisational commitment and social support. These extensions can provide a more comprehensive understanding of how personal and contextual factors interact to influence employee engagement in high-demand work environments.

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