Universitas Indraprasta PGRI
Address: Jl. Nangka No. 58 C (TB. Simatupang), Kel. Tanjung Barat, Kec. Jagakarsa, Jakarta Selatan 12530, Indonesia.
☎ +62 (021) 7818718 – 78835283; url: www.unindra.ac.id; psyclrev@unindra.ac.id

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Alice S. M. Gleichmann[1], Arum Etikariena[2]
Universitas Indonesia, Depok, Indonesia

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Correspondence regarding this article should be addressed to:
Alice S. M. Gleichmann, Fakultas Psikologi Magister Psikologi Terapan SDM-MP Universitas Indonesia, Depok, Jawa Barat, Indonesia, E-mail: alicesuzanna27871@gmail.com

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Original Article

Psychological Capital and Work Engagement: The Moderating Role of Age Diversity

Alice S. M. Gleichmann[1], Arum Etikariena[2]
Universitas Indonesia, Depok, Indonesia

Abstract. Work engagement to private sector workers during the Covid-19 pandemic has been stationary or experienced a decline. One of the antecedents of work engagement is personal resources construct. One derives personal resources construct is psychological capital based on the Job Demand Resources (JD- R) model. This research aims to prove the moderating role of age diversity to private sector workers in connection between psychological capital and work engagement referring to the theory of "Conservation of Resource" (COR). This research involves 127 Jabodetabek employees that works in private sectors. The measuring instrument used is Utrecht Work Engagement scale (UWES)-9, Psychological Capital Questionaire (PCQ-24) and age diversity that is categorized in 4 groups. The result of the research shows that there is a significant positive connection between psychological capital and work engagement of private sector employees. In other side, age diversity does not have a moderation effect, there is insignificant interaction effect between psychological capital and age diversity to work engagement, who the majority of participants in this study have already led to the stage of maintaining (age 41- 60 years old). With regard to the second most participants entering the advancement stage (ages 27–40 years old). In addition, this research proves employee who has high psychological capital; resulting in an increase of work engagement.

Keywords: Age Diversity, Psychological Capital, Work Engagement

Corresponding author: Alice S. M. Gleichmann, alicesuzanna27871@gmail.com, Jawa Barat, Indonesia

Introduction

The COVID 19 pandemic as a stressful situation, raises challenges that has never been experienced by any workers all around the world. To what extent does the impact of COVID 19 that workers experience influence themselves or their work engagement as well as their responsibility in the workplace. (Liu et al., 2021). A situation that can be described as a roller coaster ride with unknown volatility, in which the most unique situation involves businesses trapped in unexpected and unstable economic environment. Some organizations have a few departments that fell like never before, while some may still run busy, but facing a loss—another department could also have no work come in because of the Covid-19 pandemic. Shepherd, (2021), theorized that the COVID 19 pandemic triggered more environmental stress due to responsibilities that comes with it influencing work engagement.

Gallup tracked with precision the work engagement for this period of disturbance that has never happened in the past. We provided the latest instalment for organization leaders so that they can understand the effects of it at work and what are the most important things their employees need during this fast change (Harter, 2020). Harter latest measurement in Gallup's

that took place on 13th July until 27th September 2020 shows that the percentage of employees that is engaged in their work, where they feel contributive, enthusiastic, and committed to their work is 36%; However, the percentage of people that doesn't experience an active work experience such as workers that had a negative work experience and shared the negativity to other workers are calculated to be 13% of people in this new survey. The rest 51% are people that doesn't feel they are engaged much in work experience psychologically by feeling unattached to their work and organization.

The engagement of employees had become a stable matrix without a sharp incline or decline since Gallup started researching it on the year 2000 until recent years except the year 2020 which experienced a decline. This condition is influenced by a variety of stress inducers including the current pandemic and its restrictions, hence work engagement fluctuated downwards (Harter, 2020).

Based on Harter in Gallup's explanation above that, respondents are employees in the U.S., the researchers will conduct research and analyse how the influence of the psychological capital of private sector employees on work engagement moderated with the age diversity in Jakarta, Bogor, Depok, Tangerang dan Bekasi (JABODETABEK).

Why is work engagement important?

Theil, (2018) states that work engagement that has a strong concept on the performance of individuals with their co-workers and organizations where they work. Individualities and work characteristics interact to support more involved workforce. Globalization also changes the perspective of the market, the environment and also the way organizations operate and function. Organizations are faced with competitive demands for lower costs, higher performance, and greater flexibility, so organizations are increasingly turning to employee work engagement to increase the participation, commitment, and productivity of their members (Cummings, 2015).

Kahn, (1990), stated the first concept of work engagement as a form of utilization of organizational members for their respective job roles. Employees engagement in expressing themselves works both physically, cognitively and emotionally, in other words bringing their employees late into their work. Kahn's theory evolved in schaufeli et al., research, that work engagement is defined as a persistence, positive and affective-motivational fulfilment condition characterized by vigor, dedication and absorption. Vigor reflects the high energy level and mental resilience of a employees when working; dedication describes a strong, meaningful, enthusiastic and challenging engagement in getting the job done; absorption where an employee completes the work in detail with seriousness and concentration, feeling that time passes so quickly. Employees with low availability tend to feel uninterested in their work (Schaufeli et al., 2006).

Work engagement is an attitude towards the work itself and employees show a more proactive attitude (Bakker & Van Woerkom, 2018). Employees in organizations that don't feel engaged in their work will consistently oppose everything. They will work with displeasure and they show that to their surroundings, they usually close the opportunity to the challenges given to them. If the employee, in doing and completing their work, has the dimensions that exist in the work engagement will result in the employee always feel involved, satisfied and enthusiastic with the work he does make all the results of his work positive on the organization by providing better performance that will result in productivity and competitive advantage of the company (Yin, 2018).

Based on the explanation and description of the above definitions, researchers will use the definition of work engagement revealed by Schaufelli, et.al. This election was conducted because were referring to the concept of Kahn's Theory of work engagement in physical, cognitive and emotional form. However, Kahn's does not have a measuring instrument to develop in those three dimensions, based solely on theoretical ideas about the three components of affect, cognitive, and observable behaviour. They are all tricotomy standards that can be used for most psychological constructions (Schaufeli et al., 2006)

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The antecedent factors that influence work engagement by Bakker &Demerouti (Xanthopoulou et al., 2007) are described in the form of Job Demands-Resources (JD-R) theory and model. Many studies use the JD-R model to explain antecedent factors in work engagement. The second antecedent work engagement is personal resources construct. One of the derivative personal resources construct is psychological capital. According Luthans et al., (2007), the definition of psychological capital itself is a state of positive psychological development of a person characterized by having (1) self-efficacy, exerting all confidence and effort in doing and completing his work and being challenged to complete his task, (2) creating a positive attribution of current and future successes (optimism), (3) persevering in achieving goals and looking at the future and the way to achieve goals (hope), and (4) have fighting power and resilience in the face of problems and difficulties and able to bounce back to be able to achieve (resiliency). The four components in psychological capital must run synergistically and together as it is a core construction, it should not be fragmented (Da et al., 2020).

Psychological capital used Hobfoll's Conservation of Resource (COR) theory (1989) as a theoretical framework in research. COR's theory states that employees tend to acquire, maintain, and protect their resources. Employees with abundant resources prefer to work harder to get more resources, while employees with limited resources may behave negatively to protect current resources (Xu et al., 2017).

According to Luthans et al., (2007) define self-efficacy as a person's confidence or confidence in his ability to exert motivation, sources of cognition and perform actions needed to achieve success in carrying out tasks in a particular context. In addition, hope is a positive motivation based on the process of interaction between energy to achieve the goal and the ability to identify opportunities and alternatives to achieve the goal. Chai et al., (2016) in the research, it is also found that an optimistic dimension can make employees be more involved in their work, and provide better results even though employees are under difficult pressures. Such as the current Covid-19 pandemic situation. The description of the above, researchers considers choosing psychological capital as a variable that affects the increase in employee work engagement.

Vasandhani, (2018), conducted research on the relationship of psychological capital with work engagement which showed that work engagement can be improved by psychological capital training. However, it is still unclear whether the psychological capital relationship with work engagement may be stronger or weaker in different situations each company. Research on the relationship between psychological capital and work engagement is still in its early stages, while this relationship is the subject of growing research. In addition, according to Vasandani (2018) there is no research that exclusively examines the contextual factors that may moderate the relationship of psychological capital with work engagement.

Can age strengthen psychological capital relationships and employee work engagement?

Before the pandemic, many organizations believed that they had modernized their performance management systems. However, the Covid-19 pandemic, changed the view of a company. A targeted organisation performance management system requires high employee engagement with regard to the age of their workers.

Meyers et al., (2020), in his research stated that there is a correlation of age as a moderator to work engagement. First, literature on age development shows that as a person ages, individuals will gain more self-knowledge from learning emotions, thoughts and behaviours, as well as comparing themselves to others. More specifically, individuals learn more about their own positive (strength) and negative qualities in dealing with life adjustment issues, challenges, or situations. This means that older workers may have a more complete and realistic view of their strengths, making it easier to use their power at work. In contrast, younger workers, find themselves in less obvious situations at work due to a lack of insight into their own qualities, and their job roles. Younger workers are less likely to occupy functional positions to use their power on their own initiative.

Rožman et al., (2020) research, confirmed the hypothesis that promoting intergenerational synergy in companies has a statistically significant positive impact on the work engagement of older employees. In this context, companies should take the following measures: eliminate discrimination of older employees, promote intergenerational synergy, and promote intergenerational understanding between young and older employees.

A person will change in the face of new responsibilities and demands related to a certain age- or phase of life. In other words, individuals experience 'maturity', a process that makes them more responsible, reliable, dominant, confident, and self-controlled over time (Meyers et al., 2020).

Similar to Meyers, Sousa et al., (2020) in his research, explaining age diversity can be positively correlated with employee work engagement. Following this reasoning, Sousa et al., argue that the practice of age diversity is an important predictor of work engagement by showing that organizations focus on maintaining a healthy and productive workforce. Age diversity can help individuals to develop the skills and knowledge needed to achieve good performance, encouraging workers to focus their energy on their work. Training methods tailored to the practice of age diversity can be interpreted by employees as an organizational investment in long-term relationships that exist continuously for an employee's work engagement efforts (Cropanzano et al., 2017). If workers feel there is an age diversity practice in their organization, it will most likely invest more energy and effort into doing their job, and be more engaged and fully concentrated in the job. Yuan et al., (2021) indicate that age diversity was positively associated with organizational performance through the mediation of increased human and social capital. In addition, functional diversity and age-inclusive management amplified the positive effects of age diversity on human and social capital. Our research sheds light on how age-diverse workforces may create value through cultivating knowledge-based organizational resources (i.e., human and social capital). Researchers hope to investigate the stronger relationship of age, moderation roles between psychological capital and work engagement. The research framework can be seen in Figure 4 below.

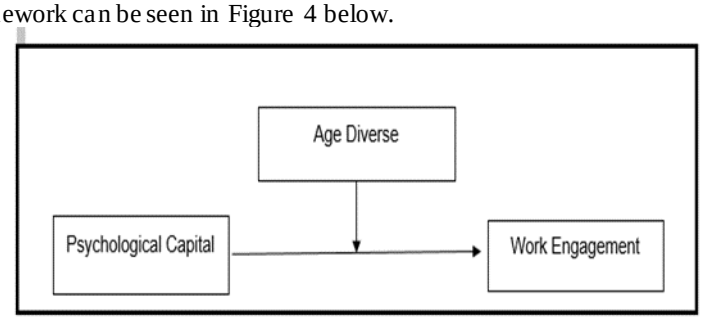

Figure 1. Study Research Framework

Method

This research will be conducted using quantitative approach as the main approach to test the research hypothesis. Quantitative approaches use questionnaire methods to accurately measure the variables of work engagement, psychological capital and age diversity. The statistical test results will give you an idea of the relationship between the three variables. This type of study uses a correlational method that aims to determine the relationship between two or more variables (Gravetter & Forzano, 2016). The correlational method in this study was conducted without the process of variable manipulation and aims to know the relationship between psychological capital as a free variable and work engagement as a variable tied to the moderation of age diversity.

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The design of the research used in this study can be included in the category based on the number of data retrieval, the design of this study is said to be cross-sectional design, because in this study the measurement of each variable will only be done once (Kumar, 2018). Cross-sectional design is a simple design, researchers determine what to know, identify the research population, then select samples and contact respondents to find out the information needed (Kumar, 2018). The Covid-19 pandemic that occurred, caused many management of the Company to take turns implementing WFH, although sometimes only 25% of the total employees and also applied shift hours during the Covid-19 pandemic, so there are some research methods difficult to apply.

The research hypothesis was prepared to have the benefit of testing the theory used in this study, so that it can finally answer the research problem. The hypothesis consists of statements regarding the approximate and approximate relationships between two or more variables.
Hypothesis : age diversity moderates the relationship between psychological capital and work engagement more positively and significantly in employees who have a younger age compared to employees who have older age.

Participants

Participants of this study a total of 127 participants are private sector employees or state-owned enterprises not ASN with domicile JABODETABEK, Thus, the criteria of participants involved are all employees of private sector companies who are willing to participate in the research and successfully fill out questionnaires until complete.

Sampling Procedures

In this study, the sample that became the survey participants used a non-probability sampling design. Researchers disseminated questionnaires with convenience sampling techniques that are sampling techniques by selecting participants who are easy to get and willing to become research participants (Gravetter & Forzano, 2016)..

Materials and Apparatus

The work engagement measurement will use the Utrecht Work Engagement scale (UWES). Several further studies based on the same theory have begun to develop the UWES-17 from Schaufelli, et.al measuring instrument into a shorter version of UWES-9 (Schaufeli et al., 2006). This measuring instrument has also been adapted in Indonesian language by Qatrunnada (2019) and is widely used in HR departments in organizations, and many studies related to the attachment of work that has used the measuring instrument, so that its validity and reliability have been tested. Researchers chose the UWES-9 measuring instrument which is the last version in addition to the more concise number of items. Qatrunnada conducted tests on general employees that has a similar character, and has minimal education and work experience. The results of the test shows that the instrument UWES-9 has the reliability of alpha coefficient α=0.90, with an internal reality coefficient above 0.70. Coefficient Alpha itself is the ratio of the variance of an item to the variance of the overall score (Cohen & Swerdilk, 2018 The UWES-9 has consisting of 9 statement items with a 7-point likert scale. Each item has a score range from 0 (never felt) to 6 (every day you feel).). The higher the score the participant generates, indicating that the participant has a higher level of work engagement, and vice versa.

Psychological capital measurement instruments are measured using Psychological Capital Questionnaire/ (PCQ-24) developed and refers to Luthans, et al., (2007). PCQ measuring instrument has been adapted in Indonesian language by Suryadiningrat (2017). Suryadiningrat conducted a try out on year 2016 and 45 respondents shows similar

characteristic, to determine the consistency of the instrument in measuring every construct meant to be measured. The results of the try out shows positive connection between 24 items seen from inter item correlation matrix. PCQ measuring instrument based on the test results has the reliability of alpha coefficient α=0.912, thus psychological capital measurement instrument has fulfilled good reliability. PCQ consists of 24 statement items consisting of dimensions of self-efficacy, hope, optimism and resilience with a 6-point Likert scale. Each item has a score range from 1 (very unsuitable) to 6 (very suitable). The higher the score the participant generates indicates that the participant has a higher level of psychological capital, while the lower the total score shows low psychological capital as well.

Researchers create demographic data, namely gender, age diversity, last education, tenure, position (position) in the company, and department (work unit) outside of personal data. Researchers create age diversity based on career development stage has 4 categories (Cummings, 2015). First category 20 - 26 years old (establishment stage), second, 27 - 40 years old (advancement stage), third, 41 - 60 years old (maintenance stage), and > 60 years old (withdrawal stage)..

Procedures

This research passed research ethics approval Faculty of Psychology Universitas Indonesia No: 034/FPsi.Komite Etik./PDP.04.00/2021. The data collection in this study using a research variable questionnaire amounted to 33 items. The existence of the covid-19 pandemic that results in limiting the wiggle room of data collection face-to-face, then researchers will share questionnaire links via email and WhatsApp media after agreed to fill out a questionnaire link in which there is also a description of research procedures and informed consent page as a consent sheet participation in this study. The data collection process is held on a timespan of 3 weeks, starting from 14th April 2021 to 3 May 2021. Questionnaires are one of the most efficient ways to obtain data, because questionnaires contain a fixed form of question response regarding various features in the organization, the advantages of questionnaires can also be used for large samples and quickly analyzed (Cummings, 2015)

Design or Data Analysis

In this research, quantitative data of work engagement variables, psychological capital variables and moderated age diversity obtained through questionnaires were analyzed using statistical programs. The data analysis phase of statistical calculations is done to test hypotheses and answer research questions. This study will perform analytical techniques using descriptive statistical analysis. Descriptive analysis techniques to provide an overview of demographic data, frequency, percentage, mean, standard deviation and maximum and minimum scores of participants. The researchers then tested between variables using the regression statistical technique. This technique is used to test the relationship between two free variables and one bound variable. In this case, researchers tested the moderation or effect of interaction between one free variable, one moderator variable and one bound variable. The statistical program used is SPSS 24 program and uses additional SPSS 24 tools namely PROCESS created by Hayes, (2018) to perform moderation analysis.

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Result

Table 1. Demographic Data

Characteristic	Category	Frequency	Percentage
Gender	Male	81	63.78
	Female	46	36.22
Age	20 - 26 yo	0	0
	27 - 40 yo	37	29.13
	41 - 60 yo	90	70.87
	> (above) 60 yo	0	0
Tenure	< (under) 2 yo	18	14.17
	2 - 5 yo	38	29.92
	5 - 10 yo	26	20.47
	10 - 15 yo	24	18.90
	> (above) 15 yo	21	16.54

N = 127

Based on table 1 above, the characteristics of participants are known. The sex of the 127 most male participants was 81 people (63.78%) and the rest were 46 women (36.22%). The majority of participants in this study were 41-60 years old, which is 90 people (70.87%). The remaining most participatory age 27-40 years old as many as 37 people (29.13%). Based on the career development stage put forward by Cummings &Worley (2015), the majority of participants in this study have already led to the stage of maintaining (age 41- 60 years old). With regard to the second most participants entering the advancement stage (ages 27–40 years old).

Table 2. Descriptive Analysis

Variabel	Min	Max	Mean	SD
Work Engagment	17	54	47.25	7.95
Psychological capital	83	132	110.27	10.94

N = 127

Table 2 shows that out of 127 participants the average work engagement value was 47.25 with a standard deviation of 7.95, the overview of work engagement bound variables had a minimum and maximum spread score ranging between 17 and 54. However, the average psychological capital value is 110.27 and the standard deviation is 10.94 with a minimum score of 83 and a maximum score of 132.

Table 3. Participants Work Engagement (WE)

Work Engagement	Frequency	Percentage
Low	50	39.37
High	77	60.63

N = 127

Based on descriptive statistic table 3 above, the participants has low work engagement was 50 participants (39.37%) and the rest were 77 participants (60.63%) has high score in work engagement.

Table 4. Correlation of Psychological Capital (PC) and Work Engagement (WE)

	Correlations	WE	PC
WE	Pearson Correlation	1	.379**
	Sig. (2-tailed)		.000
	N	127	127
PC	Pearson Correlation	.379**	1
	Sig. (2-tailed)	.000	
	N	127	127

**. Correlation is significant at the 0.01 level (2-ailed).

Based on table 4 psychological capital affects work engagement in private employees. The correlation value between psychological capital variables and work engagement variables was 0.379.

Researchers conducted a statistical analysis test of regression by using the PROCESS feature program in SPSS to test the relationship between the three research variables. Based on the statistical test, the results are obtained in table 5 and 6.

Table 5. Regression Analysis Psychological Capital, Work Engagement and Age Diversity Simultaneously

R	R-sq	MSE	F	df1	df2	p
0.38	0.146	0.68	7.034	3	123	0.00

Based on the calculations in the table 5 above shows that psychological capital and age diversity significantly together predict work engagement, F (3, 123) = 7.034, p (0.00) < 0.05, R2 = 0.146. Thus as many as 14.6% of variants of both predictors significantly explain work engagement.

Table 6. Regression Analysis Psychological Capital, Work Engagement and Age Diversity

	B	SE	t	p	95 % CI	
Constant	5.2614	0.074	71.475	0.00	5.116	5.407
PC	0.625	0.136	4.590	0.00	0.355	0.894
Age	-0.083	0.163	-0.512	0.61	-0.405	0.238
Age x PC	-0.130	0.315	-0.413	0.68	-0.755	0.494

Based on the results of regression statistical analysis in table 6, above can be known a few things. First, psychological capital significantly predicts work engagement (b = 0.625, t(123) = 4.590, p (0.00) <= 0.05, CI 95% [0.355-0.894]). The coefficient value indicates a positive relationship, meaning that every onepoint increase of psychological capital, the work engagement will increase by 0.625. In relation to this, the higher the psychological capital of employees, the more influential it will be to increase the work engagement of private sector employees. This suggests the first H0 research was rejected and H1 accepted.

In the second result, the insignificant age predicts work engagement (b = -0.083, t (123) = -0.512, p (0.61) > 0.05, CI 95% [-0.405-0.238]). The coefficient value indicates a negative relationship, meaning that every onepoint increase from age, the work engagement will decrease by 0.083. This suggests a second H0 in the study was accepted and Ha was rejected.

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As a result of psychological capital interaction and age diversity, there is a insignificant interaction effect between psychological capital and age to work engagement (b =-0.130, t(123)=-0.413, p (0.68) > 0.05, CI 95% [-0.755-0.494]). It shows H0 research was accepted and Ha rejected. Due to the insignificant moderation effect, age cannot predict the relationship between psychological capital and work engagement.

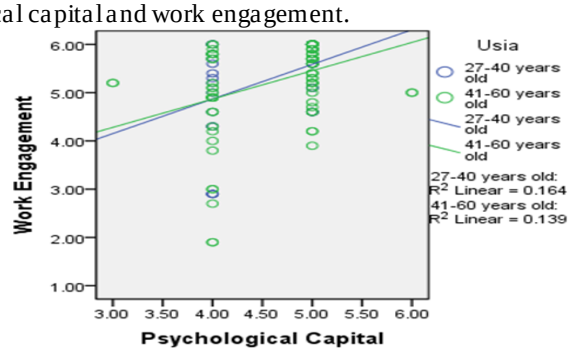

Figure 2. Graph of Regression Analysis with Moderators of this Research

Discussion

This research aims to determine the effect of moderation of working age diversity in private employees on the relationship between psychological capital and work engagement. Based on the results of the study, there is a significant relationship between psychological capital and work engagement with a correlation value of 0.379. This research in line with Xu et al., (2017) stated in his research, that psychological capital has a positive relationship with employee work engagement. The results of this study are in accordance with the reference JD-R model of Bakker & Demerouti, in listing the second antecedent to work engagement is personal resources which one of derivatives is psychological capital. Grover et al., (2018), suggest that psychology capital directly influences perceptions of personal resources and that it directly influences the outcomes of work engagement and well-being. Similar as Xu, Bakker and Van Woerkom, (2018) stated that employees who have engagement in their work, resulting in better performance, for some reason employees have positive emotions, enthusiastic about getting the job done. In addition, personal resources will increase and create a way of working alone and share engagement in their work to other employees. All will lead to the health of the employee itself.

Researcher suggest in line with positive psychology theory, work engagement adds a positive view of organizational behaviors and an increased understanding of the meaning and effects of work, rather than negative aspects of work. Work engagement provides a positive psychology approach to improving the employees' work situation and health. Thus, the work engagement inventory was created and supports to study employees' positive characteristics at work. This result in line with Kuok and Taormina, (2017) research , explained work engagement not only relates to behaviors, but also relates to human cognitions and emotions. These three aspects of cognition, emotion, and behavior are the critical and core areas of psychology. Furthermore, this evolution of work engagement theory helps to extend these areas to positive psychology.

Psychological capital factors are positive psychological sources that individuals use to design and gather further resources in the workplace, so that psychological capital allows individuals to engage in behavior (e.g., strategizing, improving efforts) supporting attitudes and producing positive work outcomes. The dimensions contained in psychological capital can be a

solution to the problem of low employee work engagement, despite the Covid-19 pandemic and restrictions on activities and adjustment of work patterns that are very different from usual. The dimension of self-efficacy and the dimension of hope in psychological capital is expected to increase morale and the emergence of great energy in employees in completing their work. In addition, Wolter et al., (2019) explained self-efficacy partially mediated the relationship between social support and work engagement. This result supports the intrinsically motivating role of social support, a job resource that promotes self-efficacy, a personal resource which one of derivatives is psychological capital.

At the time of the covid-19 pandemic a positive psychological source from an employee was instrumental in looking to the future and persisting to remain optimistic in work. Referring to the results of the above research in line with the Conservation of Resources (COR) theory of Hobfoll which states that humans naturally strive to acquire, maintain and protect what they cherish regardless of their culture, including social relations and ownership (Hobfoll, 1989). The internal resources referred to in COR theory include personal characteristics such as hope, resilience, knowledge and self-efficacy, while external resources include social relations, property, finance and time Another study from Hobfoll et al., (2018) explained that some attributes are related resources based on COR theory such as self-esteem, self-efficacy, hope and optimism. COR theory from Hobfoll which was originally a theory of stress, so it is more suitable today as a reference in reviewing the relationship of psychological capital influence on the engagement of private employees, where the pandemic situation covid-19 cause stress in private employees with the emergence of new policies from the organization.

Hobfoll also explained in his research that work resources refer to psychological, physical, organizational, or social aspects of work, while personal resources refer to individual self-evaluation and their sense of capacity to control and master certain external circumstances such as the covid-19 pandemic situation. COR's theory states that what an individual appreciates is central and universal, including health, family, self-defense, peace and feelings of prosperity (Hobfoll, et.al., 2018). When individuals feel that their cherested resources are threatened, then stress increases and they will act to protect resources in any way.

Based on the results of the regression analysis in this study, it is shown that the diversity of working age of private sector employees does not significantly moderate the relationship between psychological capital and work engagement. This shows different results from previous research by Meyers (2019), but these findings are in line with findings of some of the previous studies where had insignificant was observed between age and work engagement For overall engagement (Chaudhary & Rangnekar, 2017).

Based on Amuzu, (2017) research, there is no statistical significant relationship between generational cohorts and levels of work engagement. The results suggested that employees, regardless of the generational cohort, are equally engaged on the job. Additional there were no differences in the drivers of engagement that promotes engagement among the cohorts. Employers and organizational leaders do not have to develop generational specific strategies or work conditions to promote engagement on the job. A comprehensive strategy to promote engagement on the job would work for all employees. Some research suggested age is not relevant to competence, drives, motivation, energy and individual enthusiasm in work. One's experience and expertise in a position of a job is more decisive. However, the assumptions of a handful of people in the organization that the talents and skills of a large number of people are considered too old, as well as the encouragement and ambition of a large number of people who are considered too young. If you are over 50 years old, it is difficult to considered for a major and challenging new position, whereas if you are under 30 years of age, it is difficult to be considered the appointment to a senior level.

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Yang & Matz-Costa, (2018), in their research, explained that employees who have superiors of the same age or younger will be less involved than employees who have older supervisors. While employees who do not know the age of their superior are just as involved with employees who has older superior's. In this study, the most research participants is maintenance stage (maintenance stage) aged 41 to 60 years who most of them have position above supervisor. Sousa et al., (2020) in her research explains that age diversity can be positively correlated with work engagement with age diversity practices in maintaining a healthy and productive workforce, but Sousa also writes that ageing populations and an increasingly ageing workforce can be complex challenges. The design and application of human resources practices in the maintenance stage must be able to meet the motives and needs of workers based on age categories in moderating psychological capital to work engagement. Researcher assumed that important to consider work engagement in a maintenance stage.

Conclusion

There is a significant relationship between psychological capital and work engagement. Work engagement can be seen as a manifestation of the psychological capital development process. The diversity of working age of private sector employees cannot moderate the relationship between psychological capital and work engagement significantly. Something to note for the next research, the addition of the demographic of participant data has quite a number of participants that had changed occupations during a specific time period that it can be known how much participants engaged with their work. Other than that, what kind of data are participants familiar with connecting to a field that they have tackled in the past so that data will have potential and therefore avoid bias. Further research related to organizational policies and leadership factors in the workplace will also have an effect on employee psychology when linked to the Social Exchange Theory from Blau which explains that social behavior is the result of the exchange process. Further research in the application of effective and efficient age diversity practices, in order to assist an organization in communicating to workers applying an organization's methods of empowering, developing and managing workers according to their needs and goals, related to age, so that workers will feel more involved, enthusiastic, and are empowered at work, also less likely to leave the organization.

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