THE EFFECT OF *MICROMANAGE LEADERSHIP STYLE* ON GENERATION Z WORKERS: SELF-EFFICACY AS A MEDIATION OF JOB SATISFACTION

PENGARUH GAYA KEPEMIMPINAN *MICROMANAGE* PADA PEKERJA GENERASI Z: EFIKASI DIRI SEBAGAI MEDIASI TERHADAP KEPUASAN KERJA

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Abstract

In order to show how a micromanaged leadership style impacts job satisfaction among generation Z employees, this study used self-efficacy as a mediating variable. The study's sample and demographic were Riau Province's Generation Z workers, who were born between 1997 and 2012. The sample size consisted of 203 respondents using a non-probability sampling approach and a questionnaire survey for data collection. The study's conclusions were tested using SmartPLS 3. It featured an outside model, like a validity and reliability test, and an interior model, such a model fit test and a research hypothesis test. The results of the investigation demonstrated the validity and accuracy of each indicator. The hypothesis test results demonstrated that job satisfaction was positively and significantly impacted by self-efficacy, that self-efficacy was positively and significantly impacted by micromanaged leadership style, and that job satisfaction was not significantly impacted by leadership style. Indirect hypothesis testing using self-efficacy as a mediator between job satisfaction and the micromanaged leadership style produced positive and significant results. The results of the study indicate that the relationship between work happiness and micromanagement leadership style can be totally mediated by self-efficacy.

Keywords : Self-Efficacy, Leadership Style, Job Satisfaction, Micromanagement

Abstrak

Dengan efikasi diri sebagai variabel mediasi, penelitian ini mencoba menggambarkan bagaimana gaya kepemimpinan micromanage mempengaruhi kepuasan kerja di kalangan pekerja Generasi Z. Populasi dan sampel penelitian ini adalah pekerja generasi Z di Provinsi Riau yang lahir antara tahun 1997 hingga 2012. Kuesioner survei digunakan untuk mengumpulkan data dari 203 responden yang menjadi sampel, yang dipilih melalui non-

probability sampling. SmartPLS 3 digunakan untuk menganalisis temuan penelitian. Ini terdiri dari evaluasi model dalam yang melihat uji inner model dan uji hipotesis, serta penilaian outer model yang berfokus pada uji validitas dan reliabilitas. Temuan menunjukkan bahwa setiap indikasi yang digunakan dalam penelitian ini dapat diandalkan dan valid. Hasil uji hipotesis menunjukkan bahwa meskipun gaya kepemimpinan micromanage mempunyai pengaruh langsung yang baik dan substansial terhadap efikasi diri, namun tidak mempunyai pengaruh langsung dan signifikan terhadap kepuasan kerja. Selain itu, kepuasan kerja terbukti dipengaruhi secara positif dan signifikan oleh efikasi diri. Hasil dari uji hipotesis tidak langsung yang menggunakan efikasi diri sebagai mediator antara kepuasan kerja dan gaya kepemimpinan micromanage memberikan hasil positif dan signifkan. Hasil penelitian ini menujukkan efikasi diri mampu menjadi mediasi penuh terhadap hubungan antara gaya kepemimpinan micromanage terhadap kepuasan kerja.

Kata Kunci : Efikasi Diri, Gaya Kepemimpinan, Kepuasan Kerja, Micromanage

1. INTRODUCTION

Current industrial developments require companies to make many changes in various aspects, one of which is Human Resources (HR) (Ametepe et al., 2024) . HR is considered the foundation of the company to carry out management activities so it needs to be considered as well as possible. The company has the duty and responsibility to make employees skilled in carrying out their duties. The availability of competent employees will be a competitive advantage that helps the company in facing technological developments and even competitors (Ilyas & Natsir, 2023) .

HR is used as a soft resource used for efficient management governance in an organization. This is because only HR can manage physical and financial assets to be more productive. Improving and developing HR through knowledge, skills, motivation and work enthusiasm will provide benefits to the company (Kalia et al., 2023) . HR working in the company is currently experiencing a transition where there is a shift in the generation of workers with older ages who will enter the pre-retirement stage and will then be replaced by a younger generation. This generational difference requires the company to create a work program to avoid the effects of generational diversity in the company environment (Singh et al., 2020) .

Generational diversity in the workplace is a unique phenomenon and a challenge that all companies must face in the future (Gelencsér et al., 2024) . Each generation has its own characteristics that require each company to be able to respond well so as not to have a negative impact on company performance (Ahmad & Ibrahim, 2015) . Generation Z is one of the generations that will enter the labor market where in 2030 this generation will be the largest part of the entire organizational structure. Work-life balance is one of the priorities of this generation considering where they work and organizational culture is a factor sought by many Generation Z. This generation also considers a flexible work environment and the usefulness of every job done to get job satisfaction (Gabrielova & Buchko, 2021) .

Generation Z generally prefers a transformational leadership style where the expected leader is with an effective and strong level of communication, able to provide a positive and inclusive culture, display good emotional intelligence, have competence, provide feedback, and uphold equality (Al-Asfour & Lettau, 2014) . Leadership style is an important factor in triggering employee job satisfaction because leaders are considered role models. A good

leadership style will provide stimulation that focuses on the emergence of creative ideas that encourage each employee to look for new alternatives in working that are more efficient in solving problems in the workplace (Muttalib et al., 2023) . The leadership styles that are currently widely applied are transformational leadership and transactional leadership (Parthasarathy Govender et al., 2013) and micromanagement leadership . However, this micromanagement leadership is starting to be abandoned because it is less in accordance with the conditions and characteristics of the current generation of workers (Salsabila et al., 2022) . The micromanagement leadership style is still a debate in an organization. Considering the impact of micromanagement leadership style on job satisfaction in the generation Z worker group is the basis for this research.

A good leadership style can increase members' confidence in their competence in completing tasks which is often referred to as self-efficacy. A person's self-involvement in carrying out assigned tasks with confidence is called self-efficacy. High self-efficacy makes it easier for employees to be more motivated in carrying out and giving their best effort to achieve targets so that when there are changes in the organization, it will not change performance. However, changes in self-efficacy in members of the organization will affect managerial strategies and decrease performance (Wijaya & Dewi, 2021) . Research conducted by Yulan & Irma (2023) explains the same thing where leadership style will provide a good increase in self-efficacy.

Self-efficacy refers to each person's belief in carrying out the tasks given. Self-efficacy at the highest level will motivate someone to complete tasks effectively and efficiently so that it will have an impact on increasing performance so that each employee will feel satisfied in carrying out each of their tasks (F. Ali & Wardoyo, 2021) . According to research by Rossiandy and Indradewa (2023), self-efficacy significantly increases job satisfaction. This indicates that self-efficacy is very important for completing tasks on time, which produces important work results and ultimately increases job satisfaction. In line with that, Kustyani and Yuniarsih (2022) found that self-efficacy significantly increases job satisfaction. This indicates that worker job satisfaction tends to increase along with the increase in their self-efficacy (Asnawi & Sulaiman, 2021) .

2. RESEARCH METHOD

The data for this study were collected through a survey questionnaire as part of a quantitative research technique. The respondents who participated in this study were members of Generation Z, namely those born between 1997 and 2012 (Hong Shan et al., 2023) agriculture, mining, manufacturing, construction, services, and government are the 6 job sectors covered in this study. Participants were selected from the Generation Z workforce in Riau Province using a *probability sampling technique*. The number of samples used in this study was 203 respondents. In this study, the independent variable is the *micromanagement leadership style* (X), the mediating variable is self-efficacy (Z) and the dependent variable is job satisfaction (Y). *Structural Equation Modeling* (SEM) namely SmartPLS consisting of *an outer model* and *an inner model* was used for the analysis of the research data. The research questionnaire was adopted from previous research where the *micromanagement leadership style variable questionnaire* (X) was adopted from the research of Kamarudin et al (2023) , the job satisfaction variable questionnaire (Y) was adopted from the research of Caliskan & Koroglu (2024) and the self-efficacy variable questionnaire (Z) was adopted from the research of Silvia et al (2010) .
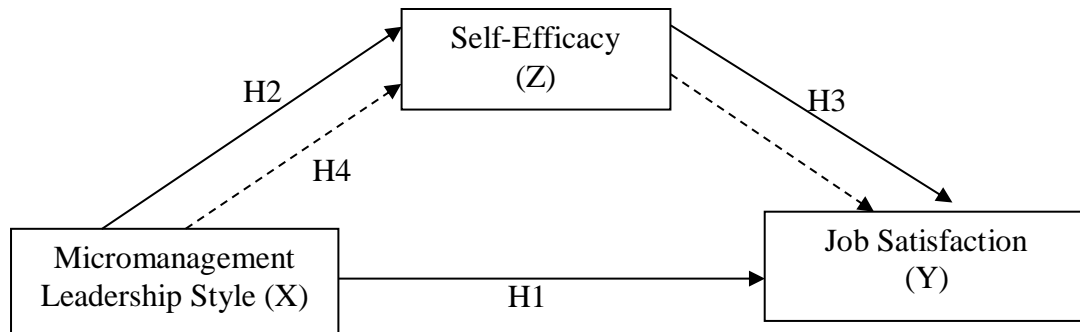
Figure 1. Research Model

Research Hypothesis:
H1   : Micromanagement leadership style (X) has a significant influence on job satisfaction. work (Y)
H2   : Micromanagement leadership style (X) has a significant influence on self-efficacy (Z)
H3   : Self-efficacy (Z) has a significant influence on job satisfaction (Y)
H4   : Micromanagement leadership style (X) through self-efficacy (Z) has an influence and significant to job satisfaction (Y)

3. RESULTS AND DISCUSSION

Respondent Characteristics
Table 1 shows the characteristics of the study respondents:

Table 1. Characteristics of Research Respondents

Information	Category	Number of Respondents
	Man	102
Gender	Woman	101
	26-27 Years	81
	24-25 Years	88
Age	22-23 Years	23
	20-22 Years	9
	< 19 Years	2
	1-2 Years	126
	3-4 Years	49
Length of work	5-6 Years	17
	> 6 Years	11
	High School/Vocational School	35
Last education	D3	25
	D4/S1	139
	S2	4
	Agricultural Sector	26
	Mining Sector	15
Work	Manufacturing Sector	71
	Construction sector	14
	Service Sector	48

Government Sector	29

There were 101 female respondents and 102 male respondents, according to Table 1 which presents the characteristics of the respondents. The majority of respondents in this survey were between 25-28 years old, and the majority had a D4/S1 degree. The characteristics of the respondents also showed that the length of service was dominated by workers from the manufacturing sector with a length of service of 1-2 years.

Validity Test

Table 2. Results of Research Data Validity Test

Variables	Indicator	Convergent Validity		Discriminant Validity	Information
		Loading Factor	Average Variance Extracted (AVE)		
Micromanagement Leadership Style (X)	MM1	0.826		0.826	Valid
	MM2	0.733		0.733	Valid
	MM3	0.752		0.752	Valid
	MM4	0.733		0.733	Valid
	MM5	0.728	0.572	0.728	Valid
	MM6	0.747		0.747	Valid
	MM7	0.782		0.782	Valid
	MM8	0.701		0.701	Valid
	MM9	0.797		0.797	Valid
	MM10	0.753		0.753	Valid
Job Satisfaction (Y)	JS1	0.847		0.847	Valid
	JS2	0.805		0.805	Valid
	JS3	0.743		0.743	Valid
	JS4	0.782		0.782	Valid
	JS5	0.733	0.589	0.733	Valid
	JS6	0.778		0.778	Valid
	JS7	0.718		0.718	Valid
	JS8	0.767		0.767	Valid
	JS9	0.782		0.782	Valid
	JS10	0.712		0.712	Valid
Self-Efficacy (Z)	SE1	0.738		0.738	Valid
	SE2	0.735		0.735	Valid
	SE3	0.743		0.743	Valid
	SE4	0.741		0.741	Valid
	SE5	0.767	0.579	0.767	Valid
	SE6	0.805		0.805	Valid
	SE7	0.784		0.784	Valid
	SE8	0.741		0.741	Valid
	SE9	0.788		0.788	Valid
	SE10	0.762		0.762	Valid

Table 2 shows the validity test of the research results. Validity testing can be done through a discriminant validity test with a minimum value limit of 0.70 and convergent validity, namely a minimum loading factor value of 0.70 and a minimum Average Variance Extracted (AVE) of 0.50 (Falahat et al., 2019) . The results of this study indicate that the loading factor and discriminant validity are both higher than 0.70, and the Average AVE > 0.50. Therefore, it can be said that each indicator of the research results can be trusted. The purpose of the

validity test is to see how the measurement results are based on existing indicators against the initial objectives of the study.

Reliability Test

Table 3. Results of Research Data Reliability Test

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Information
Micromanagement Leadership Style (X)	0.919	0.935	0.930	Reliable
Job Satisfaction (Y)	0.924	0.938	0.935	Reliable
Self-Efficacy (Z)	0.919	0.921	0.932	Reliable

Using Cronbach's alpha, rho A, and composite reliability, the results of the research data reliability test are shown in Table 3, with a minimum value of 0.70 for each parameter (Falahat et al., 2019). Based on these results, the research findings are considered reliable because each variable shows a Cronbach's alpha, rho A, and composite reliability value greater than 0.70. The purpose of the reliability test is to evaluate the consistency and stability of the measurement scale used in the study.

Fit Model Test

Table 4. Results Of The Research Fit Model Test

	Saturated Model	Estimated Model
SRMR	0.076	0.076
NFI	0.792	0.792

Based on the NFI value between 0 and 1, and the SRMR value below the standard, which is <0.1, Table 4 shows the findings of the model suitability test used in the study. The improved model suitability is indicated by the increasingly high NFI value approaching 1 (Sinaga, 2024). Based on the results, the research model used is considered satisfactory because the SRMR value obtained is less than 0.1 and the NFI value is within the permissible range of 0 to 1.

Q-Square and R- Square Test

Table 5. Results Q- Square and R- Square Tests of Research Data

Variables	Q- Square	R- Square
Micromanagement Leadership Style (X)	-	-
Job Satisfaction (Y)	0.114	0.063
Self-Efficacy (Z)	0.034	0.223

The Q-square and R-square tests of the research data are presented in Table 5. Q- square is a measurement used to display the predictive relevance between exogenous constructs (independent variables) to endogenous constructs (indicator variables) which are divided into 3 criteria, namely weak (Q- square > 0.02), moderate (Q- square > 0.15) and strong (Q- square > 0.35) (Sinaga, 2024) . The Q- square value obtained in this study is included in the small criteria because the Q- square value <0.15, namely job satisfaction (Y) at 0.114 and self-efficacy (Z) at 0.034. The use of R- square in the study to see the effect of the relationship between exogenous (independent) variables on endogenous (dependent) variables which are divided into 3 criteria, namely substantial (R- square > 0.67), moderate (R- square > 0.33) and weak (R- square <0.19) (Fauziyana et al., 2022) . Based on research findings, the R-square value <0.33, making it a simple criterion. This is explained by the self-efficacy variable (Z)

which has an R-square value of 0.223 and the job satisfaction variable (Y) which has an R-square value of 0.063.

F-Square Test

Table 6. Results of F- Square Test of Research Data

	Self-Efficacy (Z)	Job Satisfaction (Y)
Self-Efficacy (Z)	-	0.224
Job Satisfaction (Y)	-	-
Micromanagement (X)	0.073	0.020

F-square test from the study data are presented in Table 6, which also shows how strong the relationship between the variables is. According to Fauziyana et al. (2022), this association falls into one of three categories: small impact (F-square <0.15), moderate impact (F-square > 0.15), or large impact (F-square > 0.35). With R-square values of 0.020 and 0.073 at each R-square value, the results show that the micromanage variable (X) has a small effect on self-efficacy (Z) and job satisfaction (Y). Meanwhile, with an R-square value of 0.224, the self-efficacy variable (Z) shows a moderate effect on job satisfaction (Y).

Hypothesis Test (T-Test)
Direct Effect Hypothesis Testing

Table 7. Results of Direct Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-Values	Information
H1: Micromanage (X) →Job Satisfaction_(Y)	0.127	0.134	0.069	1,857	0.064	Rejected
H2: Micromanage (X) →Self-Efficacy (Z)	0.261	0.281	0.064	4,091	0.000	Accepted
H3: Self-Efficacy (Z) →Job Satisfaction_(Y)	0.431	0.438	0.056	7,635	0.000	Accepted

Indirect Effect Hypothesis Testing

Table 8. Results of Indirect Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-Values	Information
H4: Micromanagement (X) →Self-Efficacy (Z) →Job Satisfaction_(Y)	0.112	0.123	0.033	3,389	0.001	Accepted

The direct effect hypothesis test is shown in Table 7. Since the original sample value is positive at 0.127, p-value > 0.05, and T-statistic is smaller than the T-Table value at 1.96, the first hypothesis (H1) is rejected. As a result, job satisfaction (Y) is not significantly influenced by the micromanagement leadership style (X). At a p-value < 0.05, the original sample value is positive at 0.261, and the T-statistic is greater than the T-Table value of 1.96, so the second hypothesis (H2) is accepted. Therefore, it can be said that self-efficacy (Z) is positively and significantly influenced by the micromanagement leadership style (X). Given the p-value < 0.05, the original sample value is positive at 0.431, and the T-statistic > T-Table value of 1.96, the third hypothesis (H3) is also accepted. As a result, job satisfaction (Y) is positively and

significantly influenced by self-efficacy (Z). The indirect impact hypothesis test that supports the fourth hypothesis (H4) is presented in Table 8. In the table, the p-value is <0.05, the original sample value is positive at 0.112, and the T-statistic is > the T-Table value of 1.96. Therefore, it can be said that self-efficacy (Z) which is the result of the micromanagement leadership style (X) has a positive and significant influence on job satisfaction (Y).

Discussion

Micromanagement leadership style is micromanagement carried out by leaders in controlling employees by dominating every job. The view of this leadership style is considered negative because it can reduce employee job satisfaction because they do not have flexibility when working. Micromanagement is seen as a form of centralized decision-making and an effective approach used to reduce risk and a point of view that is considered an illusion (Ryan & Cross, 2024) . Micromanagement leadership style does not have a significant effect on job satisfaction, according to research findings. K. Ali & Agustian (2018), Purnama et al. (2019), and Subagio & Putri (2024) did not find a significant correlation between leadership style and employee job satisfaction, so these results can be trusted. This indicates that leadership style does not have a direct impact on Gen Z employee job satisfaction. This finding also contradicts research by Ryan & Cross (2024) which found a significant negative impact of micromanagement leadership on employee job satisfaction, and Salsabila et al. (2022) who found a significant positive effect of micromanagement on employee job satisfaction.

Self-efficacy is considered as a person's confidence in their own ability to solve problems in their work. Efficiency in work can be obtained when someone has a high level of self-efficacy, so that it has a good impact on job satisfaction. According to research, employee self-efficacy is significantly and positively influenced by micromanagement leadership style. This is because the workers in this study are included in the generation Z group. The characteristics of the respondents in the study showed that the length of service was dominated by 1-2 years which made the generation Z group not have good work experience. This has an impact on generation Z employees being more accepting of the micromanagement leadership style. The micromanagement leadership style is generally characterized as a dominant and detailed leadership style in giving work so that it will help generation Z employees in completing work and increasing work experience which has an impact on increasing the self-efficacy of this generation of employees. Purwaningrum & Harahap (2010), M. Hairuddin et al. (2021), and Liu & Gumah (2020) have conducted studies that support the conclusions of this study, the results of which are that leadership style significantly increases self-efficacy. Good leaders provide feedback to their staff members on their work, which helps them become more capable.

Self-efficacy is the belief held by employees that they can use their skills to solve work-related problems. Workers with high self-efficacy feel satisfied with their ability to give their best efforts, thereby increasing job satisfaction (Rossiandy & Indradewa, 2023) . The results of the study indicate that job satisfaction is significantly increased by self-efficacy. Training and development of human resources in organizations can support individuals to feel more satisfied with their jobs by increasing self-efficacy. Research by Rossiandy & Indradewa (2023), Lailla et al. (2022), Zulkarnaen et al. (2021), and Kustyani & Yuniarsih (2022) supports this study by showing that self-efficacy has a strong beneficial effect on job satisfaction. High self-efficacy in employees is more likely to feel satisfied with their jobs because they have the abilities needed to do their best.

Employee job satisfaction is usually negatively affected by micromanagement leadership style because micromanagement gives employees little authority over their work. This method often causes leaders to become too busy with small things, which can cause them to ignore more important issues that need to be addressed (Georgewill et al., 2020) . The smaller the job autonomy given, the more employees will feel that they do not have good abilities in completing their work, which will directly affect worker productivity. The results of the study showed that through the mediation of self-efficacy, micromanagement leadership style significantly increased job satisfaction. This implies that increasing micromanagement in the workplace supported by each employee's sense of self-efficacy will increase job happiness. The study by Salsabila et al. (2022), which showed that micromanagement has a beneficial impact on the performance of Generation Z employees, supports this finding. The characteristics of Generation Z cause the micromanagement leadership style to help them understand their work easily. Leaders with a micromanagement style will pay intensive attention to work details to reduce any work risks. Lack of work experience among Generation Z makes this generation need a leader who is able to provide clear and directed instructions and provide positive feedback on work results. In addition, in the full mediation model, a high level of self-efficacy successfully influences the relationship between job satisfaction and micromanagement leadership style. It is clear that micromanagement has little effect on employee satisfaction. On the other hand, a positive and significant relationship between job satisfaction and micromanagement leadership style is shown through increased self-efficacy. Micromanagement strategies can increase the self-efficacy of Generation Z workers, which in turn increases their confidence in their ability to solve problems at work and, ultimately, their job satisfaction.

4. CONCLUSION

Micromanagement leadership style (X) does not directly have a significant influence on job satisfaction (Y) in generation Z workers. This is because the T-statistic value obtained is 1.857 which is smaller than the T-Table of 1.960 accompanied by a p-value of $0.067 > 0.05$. Micromanagement leadership style (X) directly has a significant positive influence on self-efficacy (Z) in generation Z workers. Judging from the T-statistic value obtained, 4.091 is greater than the T-Table of 1.960 accompanied by a p-value of $0.000 < 0.05$. Self-efficacy (Z) directly has a significant positive influence on Job Satisfaction (Y) in generation Z workers. Judging from the T-statistic value obtained, 7.635 is greater than the T-Table of 1.960 accompanied by a p-value of $0.000 < 0.05$. Micromanagement leadership style (X) through the mediation of self-efficacy (Z) significantly influences job satisfaction (Y) in generation Z workers. Judging from the T-statistic value obtained, 3.389 is greater than the T-Table 1.960 accompanied by a p-value of $0.001 < 0.05$.

To increase self-efficacy, which in turn will affect work productivity and employee satisfaction, especially among Generation Z workers, leaders must closely monitor the use of micromanagement approaches on each individual. To improve employee competency, organizational management must also pay attention to their training and development needs. Employee job satisfaction will be influenced by the increasing sense of self-efficacy they have as a result of increasing their competency.

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