

Generation Z Employee Engagement Measurement Model Using Gallup Q12 in the Hospitality Industry: A Study at Villa Seminyak, Bali

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Abstract: Employee engagement is a strategic factor for the hospitality industry because service quality is greatly influenced by employee commitment and involvement. This study aims to develop an employee engagement measurement model specifically for Generation Z employees at Villa Seminyak using the Gallup Q12 instrument. The research method uses a quantitative descriptive approach through the distribution of questionnaires to 34 Gen Z employees. The results show that the Basic Needs (Q1–Q2) and Teamwork (Q7–Q10) dimensions obtained the highest scores, while the Growth dimension (Q11–Q12) was the weakest aspect. These findings confirm that Gen Z requires role clarity, social support, and a collaborative work environment, but has high demands on career development and coaching. This study produces a Gen Z Employee Engagement model based on the Gallup Q12 combined with the psychological context and generational characteristics. This model can be used as a basis for developing HR strategies to improve employee engagement and hotel service quality.

Employee Engagement, Generation Z, Gallup Q12, Hospitality

1. Introduction

Generational differences in the workplace have become an increasingly important topic in recent years. Generation Z, also known as the generation born in the early 2000s, has different characteristics and work expectations than previous generations (Lazar *et al.*, 2023). A study conducted by QoesAtieq (2019) stated that compared to generations X and Y, Generation Z has the lowest *employee engagement*. *Employee engagement* itself is a work attachment felt by employees who have commitment and passion for their work (Pri & Zamralita, 2018). The concept of *employee engagement* is widely used as a solution to solve existing problems in organizations. Generation Z, which tends to be critical, innovative, and intelligent, certainly has a different understanding of *employee engagement* than previous generations. On the other hand, Generation Z is the most unstable generation, therefore this generation requires a special psychological approach, for example, to support their mental health. This condition requires an understanding from organizational leaders who understand the current conditions of Generation Z to be able to maximize organizational performance.

The hospitality industry is one of the sectors experiencing rapid growth in Indonesia. The hospitality industry itself is a service industry where service quality is paramount. Given the importance of this service quality, human resources are needed who are able to provide the best service to customers (Brown *et al.*, 2015). One area of Bali that is quite well-known among tourists is Seminyak. The Seminyak area has many hotels and resorts overlooking its beautiful beaches. The establishment of star-rated hotels in the area certainly makes Seminyak a fairly exclusive destination. For the hospitality industry to maintain the quality of service provided by employees, employees are required to have high work engagement (Ramadhany *et al.*, 2020). Studies related to measuring employee engagement are currently widely conducted to increase work productivity. One method of measuring work engagement that is widely used is the Gallup Q12, which is a measure used to measure employee motivation and involvement in the workplace (Wang & Qu, 2022).

Received: September 18, 2025

Revised: September 30, 2025

Accepted: October 19, 2025

Published: October 30, 2025

Curr. Ver.: October 30, 2025



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The Gallup Q12 is used to measure *employee engagement* in various industrial sectors (Auliani & Wulanyani, 2018 ; Suhartanto *et al* ., 2018) . The use of this measurement tool has proven effective in increasing employee *engagement* in companies. The Gallup Q12 is a measuring tool that covers 12 aspects relevant to employee work engagement (Hastuti, 2022) . These aspects include employee involvement, growth opportunities, relationships with coworkers, relationships with superiors, and appreciation and recognition. The use of the Gallup Q12 as a measuring tool for employee engagement has been widely implemented in various industrial sectors. With this measurement, companies can determine the extent to which employees have high work engagement, thereby improving employee performance (Sanny *et al* ., 2023) .

Based on the aforementioned background, this study aims to create a measurement model for employee engagement among Generation Z employees at Villa Seminyak, Bali. This research is related to the Higher Education Strategic Plan, considering that the scope of the research is still in the hospitality and tourism sector, which is the target of the University's research.

2. Literature review

Employee Engagement

Employee engagement is an emotional connection between employees and the company demonstrated by a positive work attitude aligned with the organization's values and goals (Geldenhuys *et al* ., 2014) . This means employees feel they have a significant role in the company's success and are motivated to improve performance and work beyond their formal job descriptions. According to (Pri & Zamralita, 2018) , there are three indicators of employee engagement, namely:

- a. *Vigor* can be assessed by the enthusiasm a person displays for their work, as well as by their high energy and stamina. This includes the willingness to put in serious effort and persistence in the face of difficulties.
- b. *Dedication* refers to the strength of one's feelings of attachment to one's work, so that one always appears enthusiastic and proud of the work one has and is filled with meaningful feelings.
- c. *Absorption* is characterized by concentration and seriousness in work, enjoying the work so that time seems to pass quickly while working and finding it difficult to leave.

There is a keen interest in completing what is required of the work.

Gallup Q12 employee engagement measurement

Gallup measures employee engagement using the Q12 to determine a person's employee engagement (Gallup, 2004). There are four dimensions of employee engagement that underlie Gallup's Q12 measurement tool:

- a. *Basic Needs* . This dimension measures employees' perceptions of the company's ability to meet their basic needs. Two questions were asked to elicit employee responses: job expectations (Q1) and the availability of equipment and supplies to support their work (Q2).
- b. *Management and Support* . This dimension attempts to measure how employees feel they contribute to and support the company. This is explored with four questions addressing feelings of accomplishment from their work (Q3), recognition for good work (Q4), someone in the work environment who cares (Q5), and someone who encourages them to continue growing (Q6).
- c. *Teamwork (Team Work)* . This dimension attempts to measure how much employees feel part of a team, this is explored in four questions related to how much their opinions are heard (Q7), how much they understand the company's vision and mission (Q8), coworkers' commitment to quality (Q9) and the existence of friends within the company environment (Q10).
- d. *Growth* . This dimension attempts to measure how employees can grow, as reflected in Q11, which relates to advancement, and Q12, which relates to opportunities for learning and development.

3. Research methods

This study uses a quantitative descriptive method with the research respondents being all 34 Generation Z employees or those born between 1997-2012 at Villa Seminyak. The sampling technique used is a saturated sample. Where the entire population is used as a sample Sugiyono, (2019). The type of data used is primary data, obtained through direct distribution of questionnaires to respondents. In addition, secondary data was obtained

through studies of internal hotel documents, organizational reports, and scientific references related to employee engagement, Generation Z characteristics, and the Gallup Q12 instrument. The research instrument uses a questionnaire based on the Gallup Q12, which is an engagement measurement tool that has been widely used in various organizational contexts. The original instrument was then modified into Indonesian and adapted to the operational context of the hotel. The questionnaire consists of 12 statement items describing four main dimensions: Basic Needs (Q1-Q2), Management Support (Q3-Q6), Teamwork (Q7-Q10), and Growth (Q11-Q12). The questionnaire was collected using a Google form where each item was measured using a Likert scale of 1–5, where a score of 1 indicates very low disagreement and a score of 5 indicates a very high level of agreement.

4. Results & Discussion

Employee engagement was measured using the Gallup Q12 instrument, adapted to the context of the Seminyak villas. Table 1.1 shows the average score for each Q12 item, reflecting Gen Z's perceptions of four key dimensions: Basic Needs, Management Support, Teamwork, and Growth. Details can be found in Table 1.1.

Table 1 Questionnaire results

Gallup	Dimensions	Mean	Category
Q1	Basic Needs	4.45	Very good
Q2	Basic Needs	4.21	Good
Q3	Management Support	4.21	Good
Q4	Management Support	4.11	Good
Q5	Management Support	3.35	Enough
Q6	Management Support	4.27	Good
Q7	Teamwork	4.36	Very good
Q8	Teamwork	4.09	Good
Q9	Teamwork	4.17	Good
Q10	Teamwork	4.30	Very good
Q11	Growth	3.62	Enough
Q12	Growth	3.48	Enough

Source: Processed by Researchers

The tabulated results table provides a comprehensive overview of Villa Seminyak's employee engagement levels based on an adapted Gallup Q12 instrument. Overall, the mean score falls within the Good category, with several indicators reaching the Very Good category, particularly in the areas of social connectedness and role clarity. This indicates that the work environment at Villa Seminyak is quite conducive and supports employee engagement, particularly among Generation Z, who dominate the hotel's workforce.

1. Basic Needs (Q1–Q2)

This dimension received a high score, with a mean of 4.21–4.45, falling into the Good to Very Good category. The indicators with the highest scores were:

Q1 (4.45) – employees understand their duties & responsibilities very clearly.

Q2 (4.21) – work equipment and facilities are considered adequate.

These findings confirm that basic operational needs are being met. In the hospitality industry, particularly in Bali, clear SOPs and equipment availability are essential foundations for achieving high service standards. A high score on this dimension indicates that Villa Seminyak has well-organized operational management, aligning with the expectations of Gen Z, who crave a clear work structure.

2. Management Support (Q3–Q6)

The managerial support dimension shows a variation in values from 3.35 to 4.27, with categories ranging from Sufficient to Good.

Key findings:

Q3 (4.21) – opportunities to work according to abilities are good.

Q4 (4.11) – recognition of performance is still not consistently optimal.

Q5 (3.35) – the lowest indicator, shows that the superior's personal attention is not yet comprehensive.

Q6 (4.27) – coworkers support career development → Good category.

In the hospitality industry, appreciation and attention from superiors play a significant role in employee motivation. Generation Z is highly responsive to quick and personalized feedback, so a low score on Q5 is an important consideration for management. However, a high score on Q6 indicates a strong horizontal support system (between coworkers), creating a supportive work environment.

3. Teamwork (Q7–Q10)

The Teamwork dimension is the greatest strength in this study, with a mean of 4.09–4.36, most of which fall into the Very Good category.

Some of the findings stand out:

Q7 (4.36) – employee opinions are valued.

Q9 (4.17) – coworkers maintain consistent quality of work.

Q10 (4.30) – employees have close colleagues who make working more comfortable.

These results are consistent with the nature of the hospitality industry, where solid teamwork is essential to maintaining service quality. In the context of Villa Seminyak, a high score reflects the family and togetherness culture that characterizes Balinese hotels. For Gen Z, strong social relationships significantly influence engagement, so a high score on this dimension is a significant strength.

4. Growth (Q11–Q12)

The Growth dimension is the weakest area, with a score of 3.48–3.62, in the Sufficient category.

Q11 (3.62) – discussions regarding work developments are not routine.

Q12 (3.48) – learning & self-development opportunities are still limited.

In modern hospitality trends, Gen Z places a high value on career development, structured training, and clear promotion paths. Low scores on this dimension indicate the need for hotels to improve their HR development programs, such as regular training, coaching, and career planning.

The tabulation results show that employee engagement at Villa Seminyak is at a Good level, with strengths in Basic Needs and Teamwork, while areas that require attention are Management Support (especially recognition and concern from superiors) and Growth (career development opportunities).

This pattern is in line with current conditions in the hospitality industry:

- a. Gen Z needs a cooperative work environment, open communication, and strong social relationships → *High teamwork supports this* .
- b. Gen Z wants fast feedback and personal support from superiors → *Q4 and Q5 are low indicating a gap* .
- c. Gen Z is highly career development oriented → *Q11 and Q12 need management intervention* .
- d. The hotel industry in Bali demands clear work standards and complete facilities → *Basic Needs are high according to expectations* .

I. Employee Engagement Model

The Generation Z Employee Engagement Model applied at Villa Seminyak illustrates how Gen Z characteristics interact with the four key dimensions of the Gallup Q12—Basic Needs, Management Support, Teamwork, and Growth—to produce a level of work engagement that has a direct impact on the quality of hotel service.

This model places Gen Z Employee Engagement at the center, with four key dimensions contributing significantly. Meanwhile, the context and characteristics of Gen Z are key elements that influence how each dimension operates and is responded to by young employees in the villa & resort workplace.

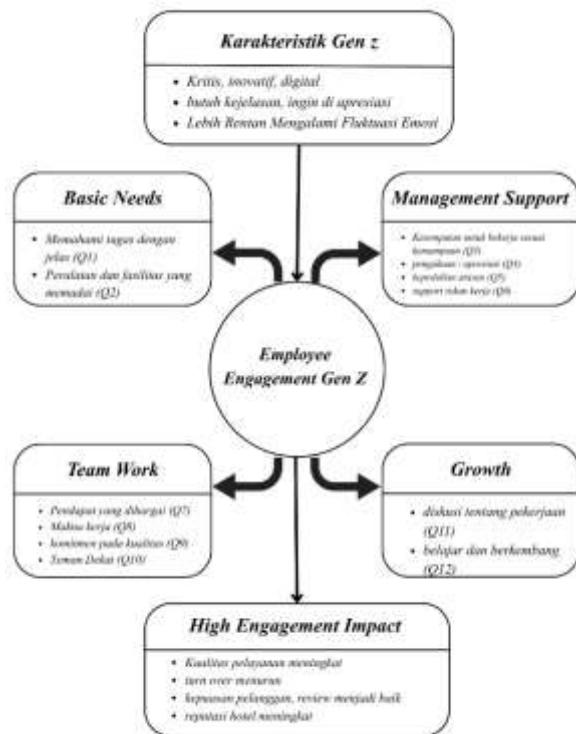


Figure 1.
Gen Z Villa Seminyak Employee Engagement Model
Source: Researcher

1. Context & Characteristics of Gen z

The top of the model depicts the characteristics of Gen Z employees working in the hospitality industry today. This generation is characterized by:

- Critical, innovative, and *digital-native*

They are quick learners, familiar with technology, and tend to seek efficient solutions.

- Need Clarity and Quick Recognition

Gen Z needs clear direction, structured SOPs, and quick feedback to maintain motivation.

- It is easier to experience emotional fluctuations

This condition makes them need an emotionally supportive work environment.

These characteristics influence how they respond to all Gallup Q12 indicators, so hotels must adapt their managerial approach to maintain their engagement.

2. Basic Needs Clarity (Role Clarity & Basic Job Needs)

This component is at the base of the model because it serves as the primary foundation for engagement. Questionnaire results indicate that employees have a clear understanding of their roles and that work facilities are adequately provided. This means that Gen Z feels more confident when they know what they need to do and have the proper equipment for the job.

3. Management Support

This component illustrates how superior attention, the opportunity to use your best abilities, and a sense of appreciation influence engagement. In 2019, employees felt adequately cared for, but lacked recognition for their performance. For Gen Z, prompt and specific appreciation significantly impacted their motivation.

4. Team Work (Teamwork)

This component is located in the middle area of the model because teamwork is a key driver of engagement. The tabulation results show the highest scores for social relationship indicators, such as team support and having close friends at work. A harmonious work environment is crucial for Gen Z, who tend to seek emotional comfort and a sense of belonging.

5. Growth (Opportunity to Grow)

This is the weakest component of the questionnaire results, as evidenced by the low scores in Q11 and Q12. Gen Z has high expectations for skill development, career direction, and learning opportunities. When these aspects are not met, Gen Z engagement can decline. Therefore, this section is positioned as a critical element in the model.

6. *High Engagement Impact*

The bottom section of the model outlines the end results when Gen Z employee engagement is high. The impacts are particularly relevant to the hospitality industry:

- a. Service quality improves
Engaged employees are more attentive to details and empathetic towards guests.
- b. Turnover decreased
Gen Z is very likely to change jobs if they are not engaged; with high engagement, they are more likely to stay.
- c. Guest satisfaction increases
Engagement levels are directly correlated with guest satisfaction and online reviews (TripAdvisor, Google Reviews).
- d. The hotel's reputation is increasing
Villa Seminyak's brand image will increase because the staff provides consistent and quality service.

Overall, this model shows that Generation Z employee engagement at Villa Seminyak is not solely influenced by the Gallup Q12 structure but also requires additional elements that align with the characteristics of today's younger generation, namely digital communication and emotional support. The combination of these six factors creates a new, more appropriate model.

This model also shows that:

- a. Gen Z has different emotional & digital needs than previous generations.
- b. Villa Seminyak is very strong in the dimensions of Basic Needs and Teamwork.
- c. Hotels need to increase Recognition and Growth as HR priority strategies.
- d. Social connections (Q10) have proven to be the most powerful driver of engagement in the villa & resort environment.

4. Conclusion & suggestions

Conclusion

The results of descriptive statistical analysis of the twelve Gallup Q12 indicators show that the employee engagement level of Generation Z employees at Villa Seminyak is in the Good category, with an average value ranging from 3.48 to 4.45. The *Basic Needs dimension* is the strongest aspect, indicated by high scores on role clarity (Q1) and availability of work facilities (Q2), which reflects that Gen Z employees have received a clear and adequate operational foundation. The *Teamwork dimension* also shows a significant contribution through high scores on respect for opinions (Q7), close social relationships (Q10), and commitment to quality among coworkers (Q9). However, the *Growth dimension* is the weakest aspect, especially in the indicators of work development discussions (Q11) and learning opportunities (Q12), which indicates limitations in the aspects of coaching and career development. Meanwhile, managerial support (Q4–Q5) also still needs to be improved, especially in terms of recognition of performance and personal care of supervisors. Overall, these results indicate that Gen Z engagement is strong in the operational and social aspects, but low in the aspects of coaching, appreciation, and career development. The Employee Engagement Model developed in this study demonstrates that Generation Z's work engagement at Villa Seminyak is influenced by a combination of the four key dimensions of the Gallup Q12—*Basic Needs, Management Support, Teamwork*, and *Growth*—which are then synthesized with the psychological characteristics of Gen Z and the context of the hospitality industry. This model emphasizes that Gen Z requires not only role clarity and adequate work facilities, but also strong social relationships, prompt recognition, emotional support from superiors, and a clear career development path. This model also shows that *Teamwork* and *Basic Needs* are the most dominant drivers of engagement, while *Growth* is a critical area that needs to be strengthened by hotel management. Thus, this model provides a comprehensive framework that management

can use as a basis for strategies to improve engagement, retention, and service quality in villa & resort environments oriented towards a younger workforce.

Suggestions for Seminyak Villa Management

1. Improving development and coaching programs: Because the *Growth dimension* is the weakest aspect, a more structured competency development program is needed, such as regular training, cross-training between departments, and coaching or mentoring sessions at least every six months. Gen Z is highly responsive to continuous learning and a clear career path.
2. Strengthening performance recognition and appreciation systems. Indicators related to recognition (Q4) and superior concern (Q5) need to be strengthened through *weekly recognition systems*, direct praise, or informal rewards. Gen Z needs *quick recognition* to maintain motivation and a sense of appreciation.
3. Optimizing supervisor emotional support and communication. Empathy-based leadership training should be provided to supervisors and department heads. Gen Z wants open, responsive, and emotionally supportive communication.
4. Maintaining and strengthening a teamwork culture. Given that *teamwork* is the most powerful aspect, hotels need to maintain team-building activities, internal discussion forums, and an established family culture. This will help maintain *psychological safety* and a comfortable workplace.
5. Leveraging digital platforms for quick feedback. Since Gen Z is accustomed to a fast-paced communication rhythm, management can use internal messaging apps, WhatsApp groups, or digital HR platforms to provide daily feedback, operational information, or instant appreciation.

Suggestions for Further Research

1. Conducting comparative studies across hotels. The research can be extended to 3–5 star hotels or hotels of different scales to see variations in engagement patterns based on work culture and organizational structure.
2. Integrating other instruments. The use of measuring instruments such as the UWES, Employee Experience Index, or Psychological Safety Scale can enrich the generational engagement model.
3. Conducting longitudinal research. Regular surveys every 6–12 months can monitor changes in Gen Z engagement as HR policies or hotel operational dynamics change.

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