

# The Effect of Digital Communication, Employee Engagement, and Trust in Management on Employee Advocacy in Gen Z Employees (Study at Coffee Shop in Blitar)

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## ABSTRACT

This study aims to analyse the influence of Digital Communication, Employee Engagement, and Trust in Management on Employee Advocacy among Generation Z employees at coffee shops in Blitar. The phenomenon of the increasing role of employees as brand advocates, especially among Gen Z, who are active on social media, encourages the need for internal organisational strategies that are able to facilitate employee engagement and loyalty. This research uses a quantitative approach with a survey method, where data is collected through questionnaires from 120 respondents. The analysis technique used was multiple linear regression. The results showed that partially and simultaneously, the three independent variables had a positive and significant effect on employee advocacy. Effective digital communication, high employee engagement, and a strong level of trust in management proved to be determining factors in shaping employee advocacy attitudes and behaviours. The findings provide practical implications for coffee shop managers in designing internal and managerial communication strategies to build sustainable employee engagement and loyalty.

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## 1. INTRODUCTION

The development of digital technology has brought very significant changes in various aspects of life, including in the world of work and organisational communication. Today, digital communication is not just a communication tool, but the backbone of building effective relationships between management and employees. Digital communication enables fast, transparent and two-way information dissemination, so employees can easily receive important information and deliver their feedback. Especially for generation Z, who were born and raised with digital technology, the use of digital communication platforms such as instant messaging apps, email, internal social media, and company portals has become very natural and even expected. A study by Mishra et al (2014) shows that effective internal communication through digital technology can increase employee motivation and engagement, ultimately contributing to the overall success of the organisation.

Employee engagement is one of the key aspects of human resource management that has been widely researched in recent decades. Employee engagement is described as a psychological state in which an employee feels enthusiastic, passionate, and highly committed to his or her job and organisation (Schaufeli et al., 2006). These emotionally and cognitively engaged employees tend to perform better, show higher loyalty, and contribute positively to the work culture. One of the tangible

manifestations of this engagement is employee advocacy, which is the behaviour of employees who actively and voluntarily recommend the company to outsiders, such as family, friends, or through social media (Van Meter, 2017) Employee advocacy is very important in building a positive company reputation and is an effective indirect promotional tool, especially in today's digital era.

In addition to communication and engagement, employee trust in management is also a very important variable in shaping employee behaviour and attitudes in the workplace. Trust in management reflects employees' belief that their leaders will act fairly, honestly, and pay attention to employee welfare (Dirks & Ferrin, 2002). This trust is the main foundation for creating a positive and conducive work climate, where employees feel safe to express ideas, provide criticism, and contribute more without fear. Employees who have a high level of trust in management tend to be more loyal, motivated and willing to be advocates for their company. Without trust, communication and employee engagement are difficult to realise to their full potential.

In the context of the coffee shop industry, direct interaction between employees and customers is one of the most important aspects that influence customer experience and brand image. Coffee shops not only sell coffee products, but also offer experiences related to ambience, service, and the warmth of human interaction. Therefore, employees who are active, enthusiastic, and trust the management play a crucial role in creating such positive experiences. They not only serve customers well, but also volunteer to be brand ambassadors who promote the coffee shop both verbally and through digital platforms such as social media. Effective digital communication, high employee engagement, and strong trust in management can strengthen employee advocacy behaviours that result in increased customer loyalty and company image.

This research focuses on Generation Z employees because of their unique characteristics as digital natives and carriers of change in the modern work environment. Generation Z is known to have high expectations for transparency, speed of communication, and an inclusive and supportive leadership style. They are more responsive to two-way and interactive communication, and prioritise the values of trust and openness in organisations. Through a study conducted in several coffee shops in Blitar, this research aims to comprehensively reveal how digital communication, employee engagement, and trust in management simultaneously and partially affect employee advocacy behaviour in Gen Z employees. The research results are expected to provide relevant and applicable insights for the development of human resource management in this sector.

With a deeper understanding of how digital communication, employee engagement, and trust in management play a role in driving employee advocacy, coffee shop management can formulate more effective strategies to increase employee motivation and loyalty. This strategy will not only increase organic promotion through employees but can also strengthen the reputation and competitiveness of coffee shops in the local market. Therefore, this research has important value as a basis for managerial decision making and the development of best practices in managing human resources, especially in the midst of increasingly fierce and dynamic business competition.

## 2. RESEARCH METHOD

This research uses a quantitative approach with an associative research type. This approach was chosen because it allows researchers to measure the relationship between variables objectively and systematically through statistical techniques. The population in this study consisted of all employees who belonged to Generation Z (born between 1997 and 2012) and worked at coffee shops in Blitar City. The sampling technique used was purposive sampling, with the criteria that employees aged 18-28 years, have worked for at least three months, and actively use internal digital communication media in the organisation. The number of samples was determined based on guidelines from Hair et al. (2010), which is at least five to ten times the number of indicators in the questionnaire. In this study, 120 respondents were used as the sample.

Primary data was collected directly from respondents through the distribution of questionnaires consisting of closed-ended statements using a Likert scale of 1 to 5 (strongly disagree to agree strongly). The questionnaire was distributed both directly and through online media such as Google Forms to facilitate data collection. Furthermore, the collected data is analysed, and the analysis stages begin with validity and reliability tests to ensure that the research instrument is suitable for use. Standard assumption tests, such as normality, multicollinearity, and

heteroscedasticity, were performed. The hypothesis is tested, and the simultaneous and partial effects of the independent variable on the dependent variable are ascertained using multiple linear regression analysis. Additionally, the t-test and F-test were used to ascertain the degree of significance of the link between the variables under study, and the coefficient of determination (R<sup>2</sup>) test was used to quantify the contribution of the independent variable to the dependent variable. The following is the conceptual framework:

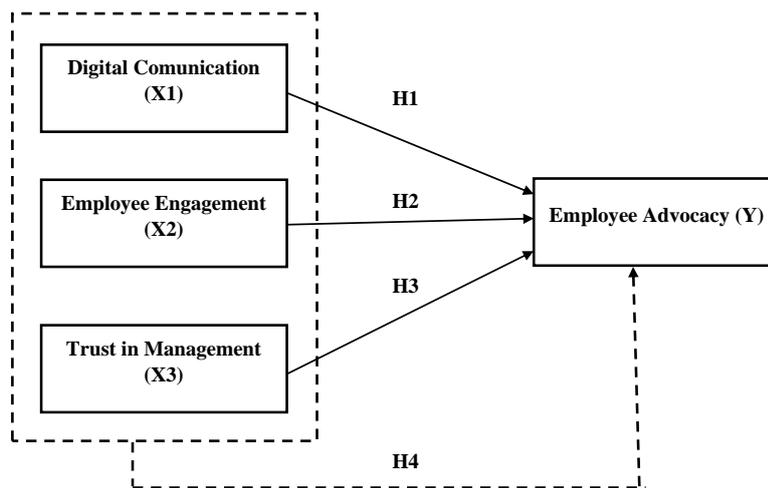


Figure 1. Framework Conceptual

Based on this conceptual framework, the research hypothesis is:

- H1: Digital communication has a positive and significant effect on employee advocacy among Gen Z employees at coffee shops in Blitar.
- H2: Employee engagement has a positive and significant effect on employee advocacy among Gen Z employees at coffee shops in Blitar.
- H3: Trust in management has a positive and significant effect on employee advocacy among Gen Z employees at coffee shops in Blitar.
- H4: Digital communication, employee engagement, and trust in management simultaneously have a positive and significant effect on employee advocacy among Gen Z employees at coffee shops in Blitar.

### 3. RESULTS AND DISCUSSIONS

#### Validity Test

The validity test is carried out to determine the extent to which the research instrument is able to measure what should be measured. A valid instrument will produce accurate and reliable data so that the research conclusions become valid. In this study, the validity test was carried out on each statement item on the X1 (Digital Communication), X2 (Employee Engagement), X3 (Trust in Management), and Y (Employee Advocacy) variable questionnaires using the Pearson Product-Moment correlation analysis technique with the help of SPSS software. The validity criteria are determined based on the Corrected Item-Total Correlation value, namely, an item is considered valid if it has a correlation value greater than 0.30 and a significance value (p-value) <0.05 (Ghozali, 2018). The test results show that all items in each variable meet the validity criteria, so that all items can be used in further analysis. The following are the validity test results:.

**Table 1.** Hasil Uji Validitas X1

Indikator Pernyataan	r-Hitung	r-Tabel	Keterangan
X1.1	0,654	0,179	Valid
X1.2	0,723	0,179	Valid
X1.3	0,601	0,179	Valid
X1.4	0,682	0,179	Valid
X1.5	0,713	0,179	Valid
X1.6	0,695	0,179	Valid
X1.7	0,748	0,179	Valid
X1.8	0,633	0,179	Valid
X1.9	0,666	0,179	Valid

**Table 2.** Hasil Uji Validitas X2

Indikator Pernyataan	r-Hitung	r-Tabel	Keterangan
X2.1	0,721	0,179	Valid
X2.2	0,677	0,179	Valid
X2.3	0,688	0,179	Valid
X2.4	0,702	0,179	Valid
X2.5	0,644	0,179	Valid
X2.6	0,661	0,179	Valid
X2.7	0,699	0,179	Valid
X2.8	0,673	0,179	Valid
X2.9	0,736	0,179	Valid

**Table 3.** Hasil Uji Validitas X3

Indikator Pernyataan	r-Hitung	r-Tabel	Keterangan
X3.1	0,698	0,179	Valid
X3.2	0,729	0,179	Valid
X3.3	0,705	0,179	Valid
X3.4	0,682	0,179	Valid
X3.5	0,647	0,179	Valid
X3.6	0,665	0,179	Valid
X3.7	0,671	0,179	Valid
X3.8	0,694	0,179	Valid
X3.9	0,678	0,179	Valid

**Table 4.** Hasil Uji Validitas Y

Indikator Pernyataan	r-Hitung	r-Tabel	Keterangan
Y1.1	0,733	0,179	Valid
Y1.2	0,703	0,179	Valid
Y1.3	0,721	0,179	Valid
Y1.4	0,668	0,179	Valid
Y1.5	0,712	0,179	Valid
Y1.6	0,682	0,179	Valid
Y1.7	0,695	0,179	Valid
Y1.8	0,653	0,179	Valid
Y1.9	0,739	0,179	Valid

Based on the findings of the validity test, every statement item in variables X1 (Digital Communication), X2 (Employee Engagement), X3 (Trust in Management), and Y (Employee Advocacy) have a Corrected Item-Total Correlation value ( $r$  count) above 0.179. Therefore, it may be said that all of the questionnaire's statement items are legitimate and appropriate for more examination.

### Reliability Test

The reliability test aims to determine the extent to which the research instrument provides consistent and stable results when used in repeated measurements. In this study, the reliability test was carried out using the Cronbach's Alpha method, where an instrument is said to be reliable if it has a Cronbach's Alpha value greater than 0.70 (Hair et al., 2010). Testing was carried out on all statement items in each variable, namely: Digital Communication (X1), Employee Engagement (X2), Trust in Management (X3), and Employee Advocacy (Y)

**Table 5.** Hasil Uji Reabilitas

Variabel	Jumlah Item	Cronbach's Alpha	Keterangan
Digital Communication (X1)	9	0.874	Reliabel
Employee Engagement (X2)	9	0.892	Reliabel
Trust in Management (X3)	9	0.879	Reliabel
Employee Advocacy (Y)	9	0.901	Reliabel

From the table above, all variable values X1, X2, X3, and Y are above the minimum limit of 0.70, which means that all instruments in this study are classified as highly reliable. Thus, the questionnaire used is declared to have good internal consistency and is suitable for further analysis.

### Classical Assumption Test

#### Normality Test

To ascertain whether or not the data utilised in the study is regularly distributed, the normality test is performed. This is significant because normality is assumed to be met before most parametric statistical studies, including linear regression, can be performed. With the use of SPSS software, the One-Sample Kolmogorov-Smirnov Test was used to perform the normalcy test in this investigation. The data is considered regularly distributed if the significance value (Sig.) is greater than 0.05. The normalcy results are as follows:

**Table 6.** Normality Test

Variabel	Kolmogorov-Smirnov Z	Sig. (2-tailed)	Description
Digital Communication (X1)	0,713	0,691	normal data
Employee Engagement (X2)	0,812	0,527	normal data
Trust in Management (X3)	0,845	0,472	normal data
Employee Advocacy (Y)	0,778	0,582	normal data

The results of the Kolmogorov-Smirnov test show that every variable has a significance value greater than 0.05. This suggests that each variable's data follows a normal distribution. As a result, the data are appropriate for additional analysis utilising parametric statistical techniques such as linear regression analysis since the normality condition is satisfied.

#### Test of Multicollinearity

To ascertain whether the independent variables in the regression model have a high correlation with one another, a multicollinearity test is performed. Regression coefficient estimates may become unstable due to high multicollinearity, which could compromise the model's validity. This test is done by looking at the Tolerance and Variance Inflation Factor (VIF) values in multiple linear regression analysis using SPSS. Tolerance  $< 0.10$  suggests multicollinearity, and if  $VIF > 10$ , there is multicollinearity.

**Table 7.** Multicollinearity Test Results

Variabel	Tolerance	VIF	Description
Digital Communication (X1)	0.632	1.582	No multicollinearity
Employee Engagement (X2)	0.598	1.673	No multicollinearity
Trust in Management (X3)	0.615	1.627	No multicollinearity

All of the independent variables in this study can be used together in multiple linear regression analysis without compromising the validity of the estimation results because, according to the analysis results, all of them have a tolerance value  $> 0.10$  and a  $VIF < 10$ , indicating that the regression model does not contain multicollinearity.

#### Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is an inequality in the variance of the residuals for all observations in the regression model. The classic linear regression assumption requires homoscedasticity, which is a constant residual variance. If heteroscedasticity occurs, the regression results can be biased and inefficient. The Glejser Test was used in this work to test for

heteroscedasticity, which involves regressing the absolute value of the residuals on each independent variable. Heteroscedasticity is not present if each independent variable's significance value (Sig.) is higher than 0.05.

**Table 8.** Heteroscedasticity Test

Variabel Bebas	Sig. (Glejser Test)	Description
Digital Communication (X1)	0.413	No heteroscedasticity
Employee Engagement (X2)	0.386	No heteroscedasticity
Trust in Management (X3)	0.522	No heteroscedasticity

Based on the Glejser test results, all independent variables have a significance value > 0.05, which means that there are no symptoms of heteroscedasticity in the regression model. Thus, the regression model meets the classical assumptions regarding the equality of residual variances, and the regression results can be considered valid and can be interpreted statistically.

### Multiple Linear Regression

To ascertain the partial or simultaneous impact of many independent factors on a single dependent variable, multiple linear regression analysis is utilized. Employee Advocacy (Y) is examined in this study in relation to Digital Communication (X1), Employee Engagement (X2), and Trust in Management (X3). The following table displays the data.:

**Table 9.** Multiple Linear Regression Analysis Results

Independent Variable	Coefficient (B)	Standard Error	t hitung	Sig. (p-value)	Description
(Constant)	5.321	1.102	4.829	0.000	Konstanta model regresi
Digital Communication (X1)	0.428	0.118	3.612	0.001	Significant
Employee Engagement (X2)	0.372	0.120	3.102	0.002	Significant
Trust in Management (X3)	0.298	0.103	2.887	0.005	Significant

From the table above, the multiple linear regression equation is obtained as follows:

$$Y = 5.321 + 0.428 X_1 + 0.372 X_2 + 0.298 X_3$$

The results of multiple linear regression analysis show that together the variables of Digital Communication (X1), Employee Engagement (X2), and Trust in Management (X3) have a significant effect on Employee Advocacy (Y). This is evidenced by the F test, which produces a significance value of 0.000 (<0.05), so that the regression model formed is feasible to be used to predict the Employee Advocacy variable. Partially, the three independent variables also show a positive and significant influence. The Digital Communication variable has a regression coefficient of 0.428, meaning that every one-unit increase in digital communication will increase employee advocacy by 0.428 units, assuming other variables are constant. The significance value of 0.001 indicates that this effect is significant.

Furthermore, the Employee Engagement variable has a regression coefficient of 0.372 with a significance value of 0.002. This shows that the higher the employee engagement, the higher their tendency to become advocates for the company, such as recommending the workplace to others, defending the company, and showing pride in being part of the organisation. Meanwhile, the Trust in Management variable has a regression coefficient of 0.298 and a significance value of 0.005. This shows that employees' trust in management is also an important factor that encourages them to become loyal and positive advocates for the organisation. This trust includes perceptions of management's competence, integrity, and fairness in treating employees.

The coefficient of determination ( $R^2$ ) of 0.590 indicates that the three independent variables can explain 59% of the variation in Employee Advocacy, while the rest (41%) is explained by other factors outside the model. The following is a summary of the coefficient of determination:

**Table 10. Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.768	0.590	0.578	3.427

**Test t**

The t-test is used to test the effect of each independent variable on the dependent variable in a multiple linear regression model. The purpose of this test is to determine whether each independent variable individually has a significant effect on the dependent variable. The decision-making criteria in the t-test are that if the significance value (Sig.) < 0.05, it can be concluded that the variable has a partially significant effect on the dependent variable. Conversely, if the significance value > 0.05, then there is no significant effect. The following are the results of the t-test. The outcomes of the t-test are as follows:

**Table 11. t-test results**

Independent Variable	Coefficient (B)	t hitung	Sig. (p-value)	Description
(Constant)	5.321			
Digital Communication (X1)	0.428	3.612	0.001	Significant
Employee Engagement (X2)	0.372	3.102	0.002	Significant
Trust in Management (X3)	0.298	2.887	0.005	Significant

Based on the t-test results, it is known that all independent variables in this study, namely Digital Communication (X1), Employee Engagement (X2), and Trust in Management (X3), have a partially significant effect on Employee Advocacy (Y). This is indicated by the significance values of the three variables, which are all below 0.05. The Digital Communication variable (X1) has a significance value of 0.001 and a calculated t value of 3.612, which is greater than the t table, so it can be concluded that digital communication has a significant effect on employee advocacy. This means that the more effective digital communication is carried out in the company, the higher the tendency of Gen Z employees to become advocates for the organisation.

Furthermore, the Employee Engagement (X2) variable has a significance value of 0.002 and a t-statistic of 3.102, which also shows a partially significant effect. This means that the higher the level of employee engagement in work and organisation, the higher their advocacy attitude towards the workplace. Similarly, the Trust in Management (X3) variable shows a significance value of 0.005 and t count of 2.887, so it can also be concluded that it has a significant effect. Employees' trust in management, characterised by belief in integrity, fairness, and managerial capability, proved to be an important factor driving advocacy behaviour.

**Test f**

In the multiple linear regression model, the F test, also known as the simultaneous test, is used to ascertain if the independent variables taken together significantly affect the dependent variable. This test is necessary to make sure the developed regression model may be used as a forecasting tool. According to the F test's decision-making criteria, the regression model is concurrently significant if the significance value (Sig.) is less than 0.05, indicating that the independent variables have a joint effect on the dependent variable. The F-test's findings are as follows:

**Table 12. f Test Results**

Model	Sum of Squares	df	Mean Square (MK)	F Count	Sig. (p-value)
Regression	1,960.25	3	653.42	55.812	0.000
Residual	1,357.75	116	11.70		
Total	3,318.00	119			

The results of the F test in this study show that the significance value is 0.000, which means it is smaller than the significance limit of 0.05. Thus, it can be concluded that the variables of Digital Communication (X1), Employee Engagement (X2), and Trust in Management (X3) simultaneously have a significant effect on Employee Advocacy (Y). The calculated F value of 55.812, which is much greater than the F table value, also strengthens the conclusion that the regression model built in this study has good predictive power. This interpretation suggests that when the three independent

variables are considered together, they are collectively able to explain significant variation in Gen Z employee advocacy behaviour. This means that strategies to increase employee advocacy cannot rely on one factor alone, but need an integrated approach that includes effective digital communication, strong employee engagement, and the creation of trust in management. These findings reinforce the importance of a holistic approach in building employee loyalty and attachment to the organisation.

### **The influence of Digital Communication on employee advocacy among Gen Z employees at coffee shops in Blitar.**

The results of this study indicate that Digital Communication (X1) has a positive and significant effect on Employee Advocacy (Y) on Gen Z employees at coffee shops in Blitar. The regression coefficient of 0.428 with a significance value of 0.001 indicates that H1 is accepted and H<sub>0</sub> is rejected. These results indicate that the better and more effective the digital communication implemented by the organisation, the higher the level of employee advocacy shown by employees. That is, employees who feel digitally connected to the organisation through open, transparent, and two-way communication channels tend to be more enthusiastic in supporting, defending, and recommending their organisation to external parties.

This finding is in line with previous research by Men & Bowen, (2017), which states that strategic internal communication, including in digital form, can encourage employee loyalty and engagement which ultimately leads to employee advocacy. In the digital context, the use of internal social media, communication applications such as Slack, and modern intranet systems allows information to be conveyed quickly and builds a sense of ownership of the company's vision. According to the study, effective communication helps create a transparent and open organisational climate, which is highly valued by younger generations such as Gen Z.

Furthermore, a study by Verčić & Vokić (2017) also revealed that consistent employee communication that supports employees' emotional engagement plays a role in shaping their advocacy attitude towards the organisation. Employees feel valued when they are privy to relevant information and feel that their voices are heard through the organisation's digital channels. In the context of Gen Z, digital communication has an increasingly important role because they are a generation that grew up in the era of technology. As explained by Seemiller & Grace (2016) Gen Z highly values speed, clarity and interactivity in communication, so the right digital communication approach will increase their emotional connection to the company. Digital communication is not only a tool for delivering information, but also a means of building relationships between management and employees in real time. Thus, this research strengthens the argument that effective digital communication is not only a tool to deliver messages but also an important strategy to build employee advocacy, especially among the younger generation. Therefore, companies need to optimise the use of communication technology in their internal strategies in order to foster loyalty and advocacy from within the organisation.

### **The Effect of Employee Engagement on Employee Advocacy on Gen Z Employees at Coffee Shops in Blitar**

The results of this study indicate that the Employee Engagement (X2) variable has a positive and significant effect on Employee Advocacy (Y). This is indicated by a regression coefficient of 0.372 and a significance value of 0.002 (<0.05), which means that H2 is accepted and H<sub>0</sub> is rejected. This finding indicates that the higher the level of employee engagement in work and the organisation, the more likely they are to become advocates or active supporters for the organisation, for example, by recommending the workplace to others, defending the company's reputation, or spreading a positive image through social media.

Theoretically, employee engagement reflects the extent to which employees are emotionally, cognitively, and physically connected to their work and organisation. Engaged employees show high morale, a sense of belonging, and commitment to achieving organisational goals. When this engagement is high, employees will feel proud and become more vocal in supporting their organisation voluntarily, including through advocacy. This finding is reinforced by research from Albrecht et al. (2015), which states that employee engagement has a direct contribution to prosocial

behaviours such as organisational citizenship behaviour (OCB) and employee advocacy. Engaged employees not only complete their duties but are also willing to do extra things, including defending the organisation in a public context. Furthermore, L. R. Men & Jiang, (2016) also asserted that employee engagement, especially in the form of emotional engagement, plays an important role in encouraging employee advocacy behaviour, because they feel the organisation is worthy of open support.

In the context of Gen Z employees, work engagement is very important as this generation is known to seek meaningful work, a supportive work environment, and transparent leadership. Research by Seemiller & Grace (2016) states that Gen Z highly values personal connections and tangible contributions in the work environment. Suppose organisations are able to create an environment that increases engagement. In that case, they will find it easier to encourage advocacy behaviour from Gen Z, who tend to be active in digital and social spaces. Thus, the results of this study emphasise that employee engagement is not only an internal motivational element but also an important foundation in shaping employee advocacy attitudes and actions, especially in facing the challenges of competition and brand strengthening in the digital era.

### **The Effect of Trust in Management on Employee Advocacy on Gen Z Employees at Coffee Shops in Blitar**

The results of this study indicate that the Trust in Management (X3) variable has a positive and significant effect on Employee Advocacy (Y). The regression coefficient value is 0.298, and the significance value is 0.005. This shows that H3 is accepted and Ho is rejected. The results also show that the higher the level of employee trust in management, the higher their tendency to become advocates for the organisation. This means that employees who trust their leaders will be more loyal and will voluntarily voice positive things about the organisation to others, either directly or through social media.

Trust in management includes employees' perceptions of management's integrity, competence, honesty, and concern for their well-being. When this trust is established, employees feel safe, valued, and have a sense of emotional attachment to the organisation. This motivates them to take extra actions such as defending the company from external criticism, recommending the company as a place to work, or actively participating in organisational activities, all of which are forms of employee advocacy.

This finding is supported by research conducted by Tan & Lim (2009), which states that trust in leadership is one of the main determinants of commitment and discretionary behaviour, including employee advocacy. They found that trusted managers are better able to encourage employees to support the organisation actively. Another study by Reina & Reina (2000) also showed that trust in management promotes strong interpersonal relationships within the organisation, which in turn creates room for greater participation and contribution, including in advocative behaviour.

In the context of Gen Z employees, trust in management is an important element as this generation demands authentic, transparent and collaborative leadership. As explained by Seemiller & Grace (2016), Gen Z values trust and wants to feel personally connected to their employers. Therefore, management that is able to build trust through open communication, fair decision-making, and attention to employee welfare will be more successful in encouraging employee advocacy among Gen Z. Based on these results, it can be concluded that trust in management is not only the foundation of a healthy working relationship, but also a strategic factor in creating internal brand ambassadors (employee advocates). Trusted management will encourage employee loyalty and willingness to promote and defend their organisation voluntarily.

### **The Effect of Digital Communication, Employee Engagement and Trust in Management Simultaneously on Employee Advocacy on Gen Z Employees at Coffee Shops in Blitar**

Based on the results of multiple linear regression analysis and an F test conducted, it is known that the variables of Digital Communication (X1), Employee Engagement (X2), and Trust in Management (X3) simultaneously have a significant effect on Employee Advocacy (Y). This is indicated by the calculated F value of 55,812 with a significance level of 0.000 ( $p < 0.05$ ), which indicates that the regression model used in this study is valid and the three independent variables together have a

meaningful influence on employee advocacy behaviour, which means H4 is accepted and H0 is rejected.

Theoretically, employee advocacy is the result of a process of internalising organisational values, emotional engagement, and positive perceptions of management. When digital communication is managed effectively, employee engagement is enhanced, and trust in management is built, employees will be more encouraged to be positive representations of the organisation outside of the internal sphere. This is especially true for younger generations, such as Gen Z, who are active on social media and more open in making their views about their workplace public.

This research reinforces the findings of Ruck et al (2017), who stated that a combination of good internal communication, employee engagement, and trusted leadership forms a strong foundation in creating employee advocacy. They emphasised that employee advocacy cannot grow from just one single factor, but is the result of the integration of organisational communication strategies, positive work experiences, and healthy relationships between management and employees. In addition, Kang & Sung (2017) Also explained in their research that employee advocacy emerges significantly when organisations are able to convey messages clearly through digital channels, give employees an active role in organisational processes (engagement), and create an environment of trust. These three aspects will increase employees' sense of belonging and create a voluntary attitude in defending and promoting the organisation.

This research is also consistent with the Social Exchange Theory approach, which states that when organisations provide positive value to employees, such as open communication, trust, and appreciation for their contributions, then employees are likely to reciprocate with positive behaviours such as advocacy. This becomes relevant in the context of Gen Z, who are more responsive to a supportive, collaborative and digital-friendly work environment. Thus, the results of this study confirm that Digital Communication, Employee Engagement, and Trust in Management are simultaneously important determinants in shaping Employee Advocacy. These three variables not only function as internal organisational factors but also as external communication strategies through the role of employees as authentic organisational ambassadors.

#### 4. CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that digital communication, employee engagement, and trust in management partially and simultaneously affect employee advocacy for Gen Z employees at local coffee shops in Blitar. Partially, each independent variable shows a positive and significant influence on the dependent variable, which means that the better the digital communication implemented by the organisation, the higher the level of employee engagement in work, and the greater the employee's trust in management, the greater the tendency of employees to voluntarily support, defend, and recommend their organisation to outsiders. Simultaneously, the three variables together form a significant model in explaining the variability of employee advocacy. This finding reinforces previous literature, which states that employee advocacy is the result of a combination of effective internal communication strategies, emotional engagement of employees, and a work environment based on trust. Therefore, for organisations, especially those employing younger generations such as Gen Z, it is important to build an open digital communication system, increase employee engagement through empowerment and recognition, and create a transparent and trusting organisational climate to encourage the emergence of organisational ambassadors from within

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