

# Unlocking Organizational Commitment Through Individual Traits and Job Satisfaction: A Millennial and Gen Z Perspective

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## ABSTRACT

**Background and Purpose:** This study aims to investigate the combined effects of individual characteristics, job redesign, and transformational leadership on various outcome variables, including job satisfaction, job stress and organizational commitment.

**Methodology:** This research is a descriptive quantitative research with a sample size of 110 millennial and generation Z workers. Data testing was carried out using the PLS-SEM method.

**Findings:** In this research, it was found that several test variables were stated to have no effect on each other, several variables that were used as mediating variables also failed to mediate the relationship between variables. This research was also conducted in a small city, not in the center of the capital, by only providing sample criteria to millennial and generation Z workers without looking at or considering the availability of job opportunities.

**Contributions:** Similar research conducted in developing countries and open in city centers is still very rare, even though the existing phenomena are interesting to study because there will be many differences that can be found both from individuals and even the environment, therefore this research facilitates this so that results can be obtained. this research.

**Keywords:** *millennials, generation z, individual character, job redesign, transformational leadership*

## 1. INTRODUCTION

The Covid-19 pandemic which began in 2019 caused many changes in the world, including in business activities and created new habits, one of which is carrying out work activities from home. These changes meant that most jobs had to be redesigned. At the beginning of the job redesign, there were several adaptation problems. These adaptation problems were of course related to the individual character of millennial and generation Z, which according to (Bencsik et al., 2016) The characteristics of Generation Z are similar to Generation Y, but Generation Z is able to apply all activities at one time (multi-tasking), which means that these two generations are generations that are relatively easy to adapt to technological changes, so that during the pandemic all work

and activities are moved. to the house then these two generations are the ones who should enjoy it the most.

However, as time goes by, the redesigned work does not become a problem because it has become a habit, but the problem now is whether life has returned to normal because the pandemic has been declared over, making workers who previously worked at home have to return to the office. found adaptation problems, despite research (Wirapratama & Dahesihsari, 2022) It is said that in general the workers who were the object of research were stated to be quite ready to return to work on a WFO basis, but according to researchers, the readiness of workers to return to WFO (work from office) will encounter obstacles because of the research results. (Wirapratama & Dahesihsari, 2022) in his research also stated that there are two dimensions that need to be improved, namely the dimensions of appropriateness and personal valance, which means that participants still need to be convinced that important changes are being made now and will have a positive impact on them. To increase and ensure this readiness, of course there must be a leadership role and the type of leader that is suitable according to researchers is the transformational type because transformational leaders can act as mentors and provide training and motivate by example. (Greimel et al., 2023) so that when WFO is implemented again, workers remain satisfied with their work. Because job satisfaction is an important thing and so as not to cause stress on the job and as stated in the literature review carried out (Hilmawati, 2022)states that stress originates from individual factors, administrative factors, facilities and infrastructure factors, human resource factors, environmental factors and management factors. Based on this opinion, the researcher found the suitability of the factors that are part of general satisfaction with work; employee relations; remuneration, benefits and organizational culture; and employee loyalty according to Antoncic et al. (2011) in (Siengthai & Pila-Ngarm, 2016) Another problem underlying the next problem lies in the research location where this research was conducted in a small province where many district capitals are not district capitals which can be said to be as developed as the central capital. Similar research conducted in developing countries and far from city centers is still very rare, even though the existing phenomena are interesting to study because there are many differences that can be found both from individuals and even from the environment.

And from the phenomena raised in the background, this research will investigate the combined effects of individual character, job redesign, and transformational leadership on various outcome variables, including job satisfaction, job stress and organizational commitment, so that later this research will contribute to the literature. that exist by highlighting the complex relationships and potential interactions between factors, as well as whether global phenomena that occur also have an impact on the location used as research, thereby ultimately providing valuable insights for organizational leaders and managers who want to optimize employee performance and engagement in the organization.

In this study several variables will be tested including organizational commitment which is defined as the desire of organizational members to maintain their membership in the organization and are willing to fight to achieve organizational goals.(Amin, 2022), then job redesign is the planning and specification of work tasks and the work environment in

which the task must be completed, by redesigning the job according to the work environment in which the work must be completed. (Ikon & Ikinma Kenechukwu, 2020) Apart from that, there is also a transformational leadership style, where this leadership style is a new leadership style. The focus of this leadership style is on how the leader can help his followers change for the better. (Allozi et al., 2022), according to (Bass, 1985) in (Bakker et al., 2022), another variable used in this research is individual characteristics which are defined as the overall attitudes, interests and abilities possessed by individuals that are different from other people. Individual characteristics also include positive affectivity and polychronicity (Nurbaya et al., 2022), the other variable is the job satisfaction variable which is an evaluation that describes a person's achievement of work goals, work performance, realization, targets and welfare (Amin, 2022). Job stress is defined as a person's psychological or physiological response to the forces of the work environment that cause bodily and mental tension (Dodanwala et al., 2021)

Basically, individual character can influence organizational commitment, where individual character can shape employee values, behavior and attitudes. When employees feel in line with organizational values, trust their co-workers and leaders, they are more likely to be committed to the success of the organization. Apart from that, individual character can also influence job satisfaction (Firmansyah et al., 2020; Hanifah et al., 2022) A person's ability to know his own character will also reduce the chances of acute work stress (Tims et al., 2022). Based on this, the following hypothesis is formulated:

*H1: individual character has a significant effect on job satisfaction*

*H2: individual character has a significant effect on work stress*

*H3: individual character has a significant effect on commitment*

Several studies have revealed that the relationship between transformational leadership style and job satisfaction has a significant impact, such as the results of several studies conducted by (Eliyana & Ma'arif, 2019) (Atmojo, 2015), (Asif et al., 2019), (Lan et al., 2019), (Duyan & Yildiz, 2020) (Khan et al., 2020) The results of research by previous researchers show that there is a positive and significant influence regarding the influence of the Transformational leadership style on job satisfaction, apart from the influence on job satisfaction, the leadership style also influences organizational commitment and also job redesign. As the results of research conducted by (Eliyana & Ma'arif, 2019; Veraya, 2020) which states that the Transformational leadership style influences organizational commitment, whereas according to research (Yulianto, 2023) Transformational leadership style also influences job redesign, besides that leadership style can also influence a person's character (Warindra et al., 2021) so the hypotheses offered include:

*H4: transformational leadership style has a significant effect on job satisfaction.*

*H5: transformational leadership style has a significant effect on job redesign.*

*H6: transformational leadership style has a significant effect on organizational commitment.*

*H7: transformational leadership style influences individual character.*

This research also tested the effect of job redesign on several other variables based on the results of research conducted by (Siengthai & Pila-Ngarm, 2016) which states that job redesign is able to influence job satisfaction, apart from job satisfaction, job redesign

also has an influence on job stress, in simple terms, if a job is changed, it will result in a change in attitude which shows symptoms of stress, which will previously affect the individual's character first so that the hypothesis proposed in this research are:

*H8: job redesign has a significant effect on job satisfaction.*

*H9: job redesign has a significant effect on individual character*

*H10: job redesign has a significant effect on work stress*

*In several conditions, based on research results, it is said that job satisfaction can influence work stress, such as literature study research conducted by (Friganović et al., 2019) Job satisfaction can influence work stress based on the results of research conducted (Manalo et al., 2020), (Cherif, 2020) And (Gabal & Elhussiney, 2020) Job satisfaction also has a significant influence on organizational commitment so that the hypothesis of this research is*

*H11: job satisfaction has a significant effect on work stress*

*H12: job satisfaction has a significant effect on organizational commitment.*

Apart from the direct influence, this research will also test the indirect influence on several variables such as the mediating effect of Transformational leadership style and job redesign on the relationship between individual characteristics and job satisfaction, then the mediating effect of job satisfaction on the relationship between Transformational leadership style and job redesign, Transformational leadership style on organizational commitment with the following hypothesis:

H13: Individual character is able to mediate the relationship between transformational leadership style and organizational commitment

H14: Individual character is able to mediate the relationship between job redesign and job satisfaction

H15: Individual character is able to mediate the relationship between transformational leadership style and job satisfaction

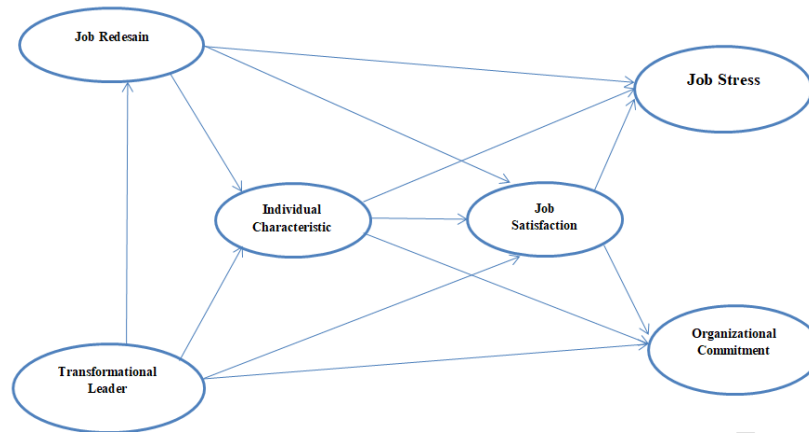
H16: Individual character is able to mediate the relationship between job redesign and job stress

H17: Job satisfaction is able to mediate the relationship between individual character and job stress

H18: Job satisfaction is able to mediate the relationship between job redesign and job stress

H19: Job satisfaction is able to mediate the relationship between individual character and organizational commitment

H20: Job satisfaction is able to mediate the relationship between transformational leadership style and organizational commitment



**Figures1 Conceptual Framework**

## 2. MATERIAL AND METHODS

The method used is descriptive quantitative using primary data and secondary data, sample collection in this study used a random sampling method by distributing online questionnaires for 2 months and 110 respondents were collected, the sample categories were millennial and generation z workers with an age range 28 to 43 years for millennials as many as 80 respondents and 17 to 27 years for generation z as many as 30 respondents who work in the private sector and civil servants with a total of 110 participants, these 110 participants consist of 50 women and 60 men, with status 54 respondents were married, 56 were unmarried and 52 respondents had a working duration ranging from 1 to 5 years, 32 respondents had a working period of 5 to 10 years and the remaining 26 respondents worked for more than 10 years. Data testing in this research will use the SEM-PLS method.

## 3. RESULTS AND DISCUSSION

In descriptive analysis, through the observation and structured interview stages, it can describe the pattern of relationships between variables. In descriptive analysis using statistical tools, all respondents' responses regarding the variables raised have a mean interpretation that is categorized as medium to high. Then, to test the construct measurement model, this research tested the criteria for internal reliability, convergent validity and discriminant validity (Hair et al., 2019). Based on the test results of the outer loading value, Cronbach's  $\alpha$ , composite reliability (CR) and average variance extracted (AVE) of all constructs are above 0.7 and 0.5 respectively, as shown in the following table:

**Table 1. Measurement Model Evaluation**

Constructs	Items	Mean	elementary school	loading	Cronbach's $\alpha$	CR	AVE
Transformational leadership style	TLS 1	3,364	1,166	0.907	0.977	0.98	0.83
	TLS	3.4	1.23	0.908			

Constructs	Items	Mean	elementary school	loading	Cronbach's a	CR	AVE
	10						
	TLS 2	3,491	1,204	0.923			
	TLS 3	3,491	1,189	0.938			
	TLS 4	3,6	1,215	0.912			
	TLS 5	3,618	1,213	0.888			
	TLS 6	3,6	1,23	0.907			
	TLS 7	3,545	1,173	0.919			
	TLS 8	3,309	1,204	0.903			
	TLS 9	3,309	1,249	0.902			
	JR 1	4,109	0.966	0.7	0.886	0.911	0.595
	JR 2	3,564	1,005	0.801			
	JR 3	3,855	1,052	0.865			
Job redesign	JR 4	3,436	1,023	0.77			
	JR 5	3,873	1.01	0.844			
	JR 6	3,582	1.09	0.703			
	JR 9	4,073	1,042	0.694			
	IC 1	4,255	0.958	0.817	0.942	0.951	0.685
	IC 2	4,236	0.914	0.775			
	IC 3	4,327	0.973	0.823			
	IC 4	4,527	0.71	0.803			
Individual character	IC 5	4,418	0.779	0.805			
	IC 6	4,491	0.871	0.894			
	IC 7	4,382	0.774	0.762			
	IC 8	4,164	0.93	0.898			
	IC 9	4,345	0.938	0.861			
Commitment organization	CO 1	3.6	1,343	0.85	0.758	0.846	0.581

Constructs	Items	Mean	elementary school	loading	Cronbach's a	CR	AVE
Job satisfaction	CO 2	3.6	1,138	0.689	0.843	0.885	0.563
	CO 4	3,909	0.939	0.685			
	CO 6	3,709	1,155	0.81			
	JS 2	3,709	1.09	0.626			
	JS 3	3,691	1,077	0.764			
	JS 4	3,455	1,277	0.81			
	JS 5	3,545	1,141	0.77			
Job stress	JS 6	3.2	1,227	0.778	0.822	0.918	0.849
	JS 7	3,273	1,286	0.743			
	JSt 1	3,182	1.28	0.913			
	JSt 2	3,127	1,113	0.929			

Thus, the measurement model construct proposed in this research is declared reliable and valid according to suggestions (Hair et al., 2019). To establish discriminant validity, two criteria were applied in this study, namely the heterotrait-monotrait ratio (HTMT) (Henseler et al., 2015) and (Fornell & Larcker, 1981). The HTMT value in this study is less than 0.85 (Table 2), so it can confirm the discriminant validity of all the variables given (Kline, 2023).

**Table 2. Heterotrait-Monotrait Ratio (HTMT)**

	CO	I.C	J.R	JS	JSt	TLS
CO						
I.C	0.713					
J.R	0.730	0.670				
JS	0.723	0.333	0.725			
JSt	0.187	0.223	0.148	0.225		
TLS	0.696	0.402	0.704	0.737	0.226	

Based on this table, it can be stated that it meets the requirements of the Fornell and Larcker (1981) technique to confirm discriminant validity. Overall, the measurement model shows adequate convergent validity and discriminant validity.

Next, to test the hypothesis, non-parametric bootstrapping measurements were used with 5,000 replications (Hair et al., 2016). From the results of 12 direct hypotheses, there were two hypotheses that had a P-value greater than 0.05, namely hypothesis 7 and hypothesis 11 as shown in Table 3 below:

**Table 3. Path Coefficient and Hypothesis Testing**

Hypotheses	Relationships	Path coefficients	t-values	p-values	Decision
H 1	IC -> JS	-0.190	2,233	<b>0.026</b>	Supported
H2	IC ->JSt	0.428	4,564	<b>0,000</b>	Supported
H 3	IC -> CO	0.411	6,023	<b>0,000</b>	Supported
H4	TLS -> JS	0.406	3,641	<b>0,000</b>	Supported
H5	TLS -> JR	0.682	10,654	<b>0,000</b>	Supported
H6	TLS -> CO	0.243	2,324	<b>0.020</b>	Supported
H7	TLS -> IC	-0.055	0.621	<b>0.535</b>	Not supported
H8	JR -> JS	0.501	4,663	<b>0,000</b>	Supported
H9	JR -> IC	0.658	8,681	<b>0,000</b>	Supported
H10	JR ->JSt	-0.385	3,011	<b>0.003</b>	Supported
H11	JS ->JSt	0.006	0.054	<b>0.957</b>	Not supported
H12	JS -> CO	0.331	3,346	<b>0.001</b>	Supported
Mediating effect of individual character					
H 13	TLS -> IC -> CO	-0.022	0.617	<b>0.537</b>	Not supported
H 14	JR -> IC -> JS	-0.125	2,176	<b>0.030</b>	Supported
H 15	TLS -> IC -> JS	0.010	0.579	<b>0.563</b>	Not supported
H 16	JR -> IC ->JSt	0.282	3,993	<b>0,000</b>	Supported
Mediating effect of JOB satisfaction					
H 17	IC -> JS ->JSt	-0.001	0.049	<b>0.961</b>	Not supported
H 18	JR -> JS ->JSt	0.003	0.050	<b>0.961</b>	Not supported
H 19	IC -> JS -> CO	-0.063	1,631	<b>0.103</b>	Not supported
H 20	TLS -> JS -> CO	0.134	2,405	<b>0.016</b>	Supported

Meanwhile, for the mediating effect of the individual character variable, there are 3 hypotheses that are not supported, namely hypotheses 13, 15, for another mediating variable, namely job satisfaction, the number that is not supported is much greater, namely 4 hypotheses, including hypotheses 17, 18, 19.

Based on the results of hypothesis testing, it shows that there are several hypotheses that have a significance value of more than 0.05, namely the direct influence relationship between transformational leadership style on individual character with a significance value of 0.535, which means the results of this research show something different from research that states Leadership style can also influence a person's character (Warindra et al., 2021) This difference can be caused by several things, such as individual character which is formed by the existence of personal agency which gives rise to behavioral maturity that is difficult to influence. (Doce et al., 2010), or indeed because the individual's character is already ingrained so that the transformational leadership style which focuses on changing followers for the better fails to influence because the character they have is actually considered good. Then it was also found that job satisfaction did not affect the level of work stress, even though the logical thinking is that if job satisfaction is high then the level of work stress should be low, which means that it is true that satisfaction can influence the level of work stress, as in research that *done* (Manalo et al., 2020), (Cherif, 2020) And (Gabal & Elhussiney, 2020). However, in this study, the level of work stress was not influenced by job satisfaction, it may be influenced by other things such as the work environment or workload originating from

work or not from work.(Sohail & Rehman, 2015). And the thing that is most likely to cause work stress experienced by workers in this study is related to job redesign where the test results show that there is a significant relationship between high job redesign and work stress which is aimed at the significance value of the relationship directly showing the number 0.003. Meanwhile for the mediating role of individual character, it has been proven to be able to mediate the relationship between several variables, such as the relationship between job redesign and job satisfaction with a significance value of 0.030 and the relationship between job redesign and job stress with a significance value of 0.000. Meanwhile, the job satisfaction variable is only able to mediate the relationship between transformational leadership style and commitment, not the relationship between other variables.

#### **4. CONCLUSION**

Based on the results of the existing discussion, it can be concluded that several test results obtained insignificant results so that several hypotheses proposed previously were later rejected. Several test results show that the variables tested can indeed influence work dynamics because several things found in the research, such as the relationship between job redesign and work stress levels in millennial and generation Z workers, show quite high values, indicating that the habit of working from home is commonplace. carried out by these two generations and then having to return to work as before the pandemic, which again had to change the work system, made them feel stressed, because basically these two generations like work with a flexible system because when employees have great control over work schedules (hours, methods , and where their work is located, they may be more motivated and able to work during their most productive hours, this argument is supported by research such as that conducted by (Hunter, 2019) which states the unexpected benefits of implementing Flexible Work Arrangements, such as increased creativity resulting from improved work-life balance, which not only encourages scientific research, but also other professions to adopt flexible work systems in research (Hunter, 2019) Also explained by the results of a survey conducted by the Vodafone telecommunications group, 75% of companies worldwide have now implemented this policy, and 83% of them reported an increase in productivity. Another finding that researchers can conclude is that differences in areas both in the city center and in places where this research was conducted show that the millennial generation and generation z generally have the same characteristics as those in the city center. However, this research also has limitations, namely that this research uses a sample that is quite small so it is not able to reach the entire population, then this research also excludes the number of jobs available at the research location, because the researchers found the possibility that it causes high commitment in the millennial generation and other generations. z at the research location can be influenced by the number of jobs available, although this needs to be further proven.

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