

Unlocking Organizational Commitment Through Individual Traits and Job Satisfaction: A Millennial and Gen Z Perspective in West Borneo

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: The research results show that individual character variables have a significant effect on job satisfaction, job stress, and organizational commitment. Transformational leadership style is proven to have a significant effect on job satisfaction, job redesign, and organizational commitment, but does not have a significant effect on individual character. Job redesign was found to have a significant effect on job satisfaction, individual character, and job stress. Job satisfaction has a significant effect on organizational commitment, but does not have a significant effect on job stress. For the mediation effect, individual character is able to mediate the relationship between job redesign and job satisfaction and job stress, while job satisfaction is only able to mediate the relationship between transformational leadership style and organizational commitment.

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 (Lissitsa & Laor, 2021) 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 & Ikedinma 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

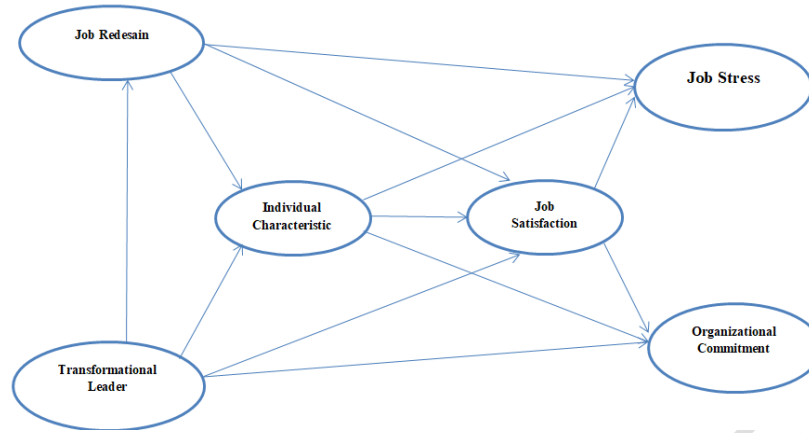
H16: Individual character is able to mediate the relationship between job redesign and job stress

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



Figures 1 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 α , 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 α	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) (Hair Jr et al., 2021). 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., 2019). 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	0.026	Supported
H2	IC ->JSt	0.428	4,564	0,000	Supported
H 3	IC -> CO	0.411	6,023	0,000	Supported
H4	TLS -> JS	0.406	3,641	0,000	Supported
H5	TLS -> JR	0.682	10,654	0,000	Supported
H6	TLS -> CO	0.243	2,324	0.020	Supported
H7	TLS -> IC	-0.055	0.621	0.535	Not supported
H8	JR -> JS	0.501	4,663	0,000	Supported
H9	JR -> IC	0.658	8,681	0,000	Supported
H10	JR ->JSt	-0.385	3,011	0.003	Supported
H11	JS ->JSt	0.006	0.054	0.957	Not supported
H12	JS -> CO	0.331	3,346	0.001	Supported
Mediating effect of individual character					
H 13	TLS -> IC -> CO	-0.022	0.617	0.537	Not supported
H 14	JR -> IC -> JS	-0.125	2,176	0.030	Supported
H 15	TLS -> IC -> JS	0.010	0.579	0.563	Not supported
H 16	JR -> IC ->JSt	0.282	3,993	0,000	Supported
Mediating effect of JOB satisfaction					
H 17	IC -> JS ->JSt	-0.001	0.049	0.961	Not supported
H 18	JR -> JS ->JSt	0.003	0.050	0.961	Not supported
H 19	IC -> JS -> CO	-0.063	1,631	0.103	Not supported
H 20	TLS -> JS -> CO	0.134	2,405	0.016	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.

Transformational leadership style and individual character. This finding is different from previous research by (Warindra et al., 2021) which states that leadership can influence individual character. The cause of this difference may be due to individual characters that have already been formed and are difficult to influence, as explained by (Doce et al., 2010) that individual character is formed by the existence of personal agency which gives rise to maturity in behavior so that it is difficult to influence.

Furthermore, other findings reveal that job satisfaction does not have a significant effect on work stress. These results contradict the findings of previous research by (Cherif, 2020; Gabal & Elhussiney, 2020; Manalo et al., 2020) which state that job satisfaction can influence work stress levels. The possible cause of this finding is the existence of other factors such as the work environment or workload originating from work or not from work which causes work stress, as expressed by (Sohail & Rehman, 2015).

Another interesting finding is that there is a significant relationship between job redesign and work stress. This may be caused by the change in working habits from home to the office which causes stress for the millennial and Z generations who like flexibility at work. This argument is supported by research by Hunter (2019) which states that the benefits of implementing flexibility at work can increase creativity and productivity for workers.

Finally, it was found that individual character acts as a mediator in the relationship between job redesign and job satisfaction and job stress. However, individual character does not act as a mediator in the relationship between transformational leadership and job satisfaction and job stress. This finding is in line with previous research by Siengthai & Pila-Ngarm (2016) and Tims et al. (2022) which states that individual character can mediate the relationship between job redesign and job satisfaction and job stress.

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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