

**ARE THE ORGANIZATIONAL COMMITMENT AND WORK ENGAGEMENT
OF GENERATION Y AND Z IMPORTANT FOR IMPROVING THEIR
PERFORMANCE IN STATE-OWNED COMPANIES: A STUDY FROM
INDONESIA**

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Abstract

Purpose – This study aims to investigate how organizational commitment and work engagement predict the performance of Generations Y and Z in state-owned companies and examine the mediating role of work engagement in the influence of organizational commitment on their performance.

Design/methodology/approach – The research was conducted at state-owned companies in Jakarta, which have working areas or bureaus in 34 provinces in Indonesia. The research design used a survey approach, and the sampling was carried out using the census method, namely taking all Generation Y and Z workers as the unit of analysis with a total of 412 respondents out of 459 or a response rate of 89.8%.

Findings – These two components of work attitude simultaneously predict performance by 62%. Work engagement has a greater path coefficient in predicting performance. This reinforces the point that organizational commitment is more closely related to the nature of the relationship between employees and the organization, whereas work engagement is more closely related to the nature of the relationship between employees and their work.

Practical Implications – Organizational commitment and work engagement are two components of work attitudes that are important for Generation Y and Z workers and must continue to receive attention in state-owned companies to maintain their identification with the organization and increase their contribution and best performance.

Originality/value – The results of this study reinforce the view that organizational commitment is more related to the nature of the relationship between employees and the organization, whereas work engagement is more related to the nature of the relationship between employees and their work.

Keywords: Generation Y, Generation Z, Organizational Commitment, Work Engagement and Performance.

1. Background

Generation Y (Gen-Y) or Millennial and Generation Z (Gen-Z) workers, or currently what many call the Netlenial Generation, continue to receive the attention of business people and HR practitioners in almost all parts of the world. According to the 2022 McKinsey Report, the entry of Gen-Z into the world of work has increased the global population of this generation by 27%, meaning the total of Gen-Y and Gen-Z in the world of work has reached more than 50%, and Gen-Y has begun to take over leadership in important positions in organizations or companies, both private and state-owned. The Ministry of State-Owned Enterprises (BUMN) at the 2019 Millennial Fest in Jakarta also conveyed its policy to encourage the Millennial Generation to lead BUMN companies.

Referring to generational groupings from various literature, the Millennial Generation, or Gen-Y worker group, are those currently aged between 25 and 42 years, and the Netlenial Generation, or Gen-Z work group, are workers currently aged between 18 and 24 years. These two generational groups are described as generations born at a time when technological development was growing, thus influencing the formation of their profile compared to previous generations, such as the Baby Boomer Generation and Generation X. They are fluent in digital technology and spend a lot of time on social media. As quoted from the 2021 Deloitte report, Millennials and Netlenials are growing up at the same time as online platforms and social media give them the ability and power to share opinions and influence the people and organizations where they belong. Many studies investigate and explore their views, values, and behaviors.

According to a 2022 McKinsey report, more than half of Netlenial/Gen-Z workers have different experiences than workers of other ages. Initially, they are more likely to work multiple jobs. They are more likely to do independent work, where 28% enjoy working independently and 24% work with the autonomy and flexibility it provides. Still, the majority of them, 56%, prefer to work as a permanent or non-contract worker. It was also reported that there was concern among Gen-Z workers, particularly that 45% of them felt financially insecure about covering living expenses for more than two months if they lost their job, and that the salary they received did not provide a good quality of life.

This is certainly a concern for corporate management in terms of managing employee retention and performance in the face of generational differences and differences in attitudes and behavior in the workplace. According to a December 29, 2022, media review on kompas.com, the presence of Gen-Z workers implies that business leaders must adjust their expectations and practices, such as organizational culture, training, and employee retention, to accommodate the needs and expectations of this group of employees. Of course, we still make certain that the needs and expectations of previous generations of employees are met.

Is this also relevant for state-owned companies? Are the components of work attitude, namely organizational commitment and work engagement, still relevant and important for predicting the performance of Gen-Y and Gen-Z in state-owned companies? This

study investigates the components of this work attitude in Gen-Y and Gen-Z employees at state-owned companies in Jakarta, which have work areas in 34 provinces. It is hoped that the population distribution in almost all provinces in Indonesia can adequately describe the representation of Gen-Y workers and Z to investigate the work attitude components of organizational commitment and work engagement in predicting their performance in state-owned companies.

2. Literature Review

Regarding work attitudes, the research results show that there are differences in the work attitudes of the Millennial Generation from previous generations, namely the Baby-Boomer Generation and Generation X. According to Festinger (1962), environmental factors or personal life where a generation lives influence the formation of behavior. Furthermore, in terms of forming attitudes and behaviors, Rosenberg and Hovland (1960) stated that the knowledge, information, and experience received or experienced by a person or the process of cognitive attitudes in the workplace or in a company will encourage an affective process, namely the growth of positive or negative emotional feelings, which at a certain point will form a behavior.

Work attitude is a form of abstraction of employees' feelings and/or beliefs about work, organization, supervision, or other aspects of the workplace (Truxillo et al., 2016). The components of work attitude used are job satisfaction, organizational commitment, and work engagement (Truxillo et al., 2016). In theory, attitudes in the workplace are defined by Uhl-Bien et al. (2014) as "an attitude is a predisposition to respond in a positive or negative way to someone or something in one's environment" or can be interpreted as a person's tendency to respond to the environment in a positive or negative way. This theory is a development of the previous attitude theory put forward by Rosenberg and Hovland (1960), namely "Three Components of the Model of Attitudes," i.e., cognitive, affective, and behavioral. A person's cognitive process in the workplace can be interpreted as what a person knows, experiences, and feels, which will enter the next stage called the affective process, where people will have positive or negative feelings that will then influence their actions..

The Affective Event Theory from Weiss and Cropanzano (1996) can also explain the mechanism of the process of forming employee attitudes and behaviors, where several individual differences and the work environment provide a strong influence. Events that occur and are experienced by employees while working will also influence their affective processes and have consequences for their behavior. Schematically, the Antecedents of Attitudes and Behaviors in the Workplace Model from Truxillo et al. (2016) explain the factors that influence work attitudes and provide consequences for behavior in the workplace. From this model, the antecedent factors of work attitudes are job characteristics, leadership, stress or pressure, perceptions of organizational support, justice, personality, and person-environment fit. Meanwhile, the attitude itself will have consequences for work behavior, including employee performance, loyalist behavior

towards the company or organization-citizenship behavior (OCB), absenteeism, employee turnover, and work unit performance.

Mechanistically, the antecedent and consequence model of work attitudes in Figure 1 developed by Truxillo et al. (2016) can explain the factors that influence the formation of work attitudes, which can come from individual factors such as personality, stress level, or person-environment fit, or it could also come from organizational factors such as job characteristics, leadership, perceived organizational support (POS), and fairness. From this model, it can be understood how antecedent factors will influence the formation of employee work attitudes, and this process will have consequences for employee behavior in the workplace, especially their performance, in addition to other behaviors such as organizational citizenship behaviors (OCB), absenteeism, and turnover. Understanding this model is very important for companies to investigate individual and organizational antecedent factors in the formation of work attitudes and the consequences for employee performance. This is important for developing HR management strategies, particularly for managing the retention of the best employees to ensure businesses can maintain their contribution and productivity..

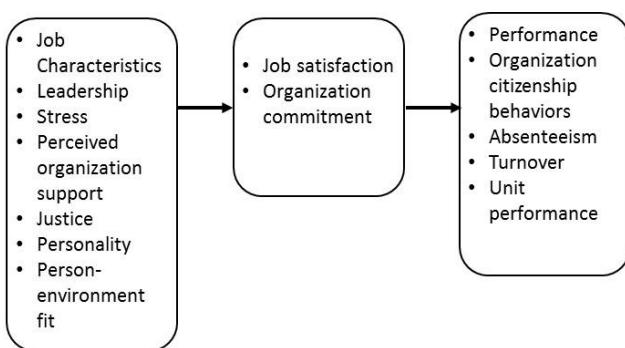


Figure 1. Model of Antecedents and Consequences of Work Attitudes

Source: Truxillo, *et al.* (2016)

2.1. Organizational Commitment

Organizational commitment is a variable that has been widely investigated as a phenomenon in organizations and its impact in the workplace on key organizational outcomes such as absenteeism, employee turnover, motivation, performance, and other prosocial behavior in the workplace (Mathieu & Zajac, 1990; Meyer & Allen, 1991; Mowday, 1998). Researchers have conceptualized organizational commitment as a person's psychological attachment to the organization. As a psychological attachment, organizational commitment often has unclear boundaries with motivation.

Organizational commitment is defined as the extent to which employees identify with and feel involved in the organization (Mowday, Steers, and Porter, 1979). This definition of organizational commitment is in the context of the strength of an individual's identification and involvement in a particular organization, which is generally characterized by three factors: the existence of a strong belief in and acceptance of the

goals and values of the organization, the willingness to exert considerable effort on behalf of the organization, and the existence of a strong desire to maintain organizational membership.

Meyer and Allen (1991) introduced a model of organizational commitment, which states that commitment has three different components that correspond to different psychological states. As a psychological state, organizational commitment has three separate components that reflect (a) desire (affective commitment), (b) need (continuing commitment), and (c) obligation (normative commitment) to maintain employment in the organization.

Then Meyer et al. (2004) also proposed a model that presents commitment and motivation as related but distinguishable concepts, where commitment is one of several energy forces of motivation. Moreover, Vandenberghe et al. (2017) gave the term organizational commitment a macro-level focus, namely employee commitment, which is more macro than commitment to the organization that employs them, such as commitment to their profession or position and commitment to the union.

2.2. Work Engagement

Work engagement has become a popular construct for researchers and practitioners investigating employee work attitudes and behavior in the workplace. Several studies have been conducted to investigate work engagement and its implications for employee work behavior in companies, and they are still ongoing to develop the most effective models. Kahn (1990) defines work engagement as a state where members of an organization identify themselves with work, and in a state of engagement where a person involves and employs himself, he will express himself physically, cognitively, and emotionally during work. Work engagement as a work attitude is also defined by Schaufeli and Bakker (2010) as a positive, affective-motivational state of high energy combined with a high level of dedication and a strong focus on work.

Kahn also stated that personal employee engagement is a state in which employees "bring" their personality to work, invest personal energy, and experience an emotional connection with their work. In this view, work roles represent opportunities for individuals to apply themselves behaviorally, energetically, expressively, holistically, and simultaneously. Thus, Kahn's (1990) concept of work engagement is essentially a motivational concept that represents the active allocation of personal resources to tasks related to the work role. An employee may feel proud and loyal, so he or she will become a big supporter of the company or go the extra mile to get the job done.

Kahn (1990) uses the construct of work engagement reflectively with indicators and items: 1) Meaningfulness, which uses items measuring task, role, and work interactions; 2) Safety, which uses items measuring interpersonal relationships, group and intergroup dynamics, management style and process, and organizational norms; and 3) Availability, which uses items measuring physical energies, emotional energies, insecurity, and outside life. Meanwhile, Macey and Schneider (2008), in their article "The Meaning of Employee Engagement," generally define work engagement as a

desired condition where employees have organizational goals, involvement, commitment, passion, enthusiasm, focused effort, and energy, so that it has an attitudinal component, and behavior. The work engagement construct is then divided into three dimensions: (a) psychological engagement; (b) behavioral engagement; and (c) attachment (traits engagement).

Furthermore, Rich et al. (2010) used three dimensions of work engagement, which were adapted from the physical aspect of engagement dimension (Kahn, 1990), the cognitive aspect of engagement dimension from Rothbard (2001), and the emotional aspect of engagement dimension from Russell and Barrett (1999). The three dimensions of work engagement developed by Rich et al. (2010) will be used in measuring work engagement in this research, namely: 1) physical engagement; 2) cognitive engagement; and 3) emotional attachment. The use of these three dimensions is considered more appropriate and more relevant to provide an overview of the formation of a person's work engagement in the workplace.

2.3. Employee Performance

In general, performance is defined as completing tasks by applying knowledge, skills, and abilities. Performance is defined as a function of the abilities, skills, and efforts of a person or individual in a situation (Porter & Lawler, 1968); performance is a person's behavior or action that is relevant to organizational goals (Campbell et al., 1990). Meanwhile, Ramawickrama et al. (2017) define performance as the extent to which employees carry out the tasks and responsibilities they carry out, and the results are measured by the criteria of quantity of work and quality of work.

Borman and Motowidlo (1993) distinguish between performance at work, which is related to progress from job outcomes, and contextual performance, which is related to how a person understands his or her work contextually. Moreover, Koopmans et al. (2014) used a reflective job performance construct with three dimensions: 1) task performance, 2) contextual performance, and 3) counterproductive work behavior. In measuring performance, many researchers do not use dimensions of counterproductive behavior or counter-productive work behavior because counter-productive behavior is a construct that is very difficult to integrate with the theory of knowledge and skills as an antecedent of performance. The notion of counterproductive behavior is inherently contradictory (Motowidlo & Kell, 2013).

Apart from that, the operational definition of performance variables created by researchers in this study is based on the theory of Borman and Motowidlo (1993), which distinguishes performance at work, which is related to progress based on work results and how a person understands their work contextually. It also refers to the theory of performance as a function of the abilities, skills, and efforts of a person or individual in a situation (Porter & Lawler, 1968) and performance as the behavior or actions of a person that are relevant to organizational goals (Campbell et al., 1990). Task performance is how someone understands their work and what must be achieved, can separate the main problem, and can complete the work effectively and efficiently.

Contextual performance is how someone takes on extra responsibilities, takes on new work if the task or work has been completed, is willing to take on assignments or challenging work, always updates skills so they are up to date, looks for creative solutions to overcome problems at work, and actively participates in meetings or discussions.

2.4. Work Attitudes of Gen-Y and Z Employees

There is a stereotypical view of Generations Y and Z, who are said to be selfish, unmotivated, impolite, disloyal, and others. On the contrary, many studies show a different view. For example, research results from Myers and Sadaghiani (2010) show that they are a more positive generation; they work well in teams, are motivated to be useful for their organization, and are more open and communicate more frequently with their supervisors. IDN Research Institute research in 2020 also reported that the Millennial Generation was described as an adventurous and creative generation. They are optimistic, efficient, optimistic, and mostly driven by passion, and they use creative means to achieve success and goals in their own way. It is argued that stereotypes and myths about the Millennial Generation are based only on assumptions and will prevent us from truly understanding and fully addressing the needs of this generation.

When Generation Z entered the workforce, it was reported that there were very high levels of mental health problems as a result of the COVID-19 pandemic that hit the world, causing an economic crisis and shocks to the workplace in almost all industrial sectors. Various companies have implemented alternating working at home (WFH) and in the office (WFO) modes to maintain the continuity of the company's business and the health of workers. One of the survey's most striking findings was that 55% of 18- to 24-year-olds reported receiving a diagnosis and/or treatment for a mental illness. These findings report large variations between races and ethnicities in each age category, but the phenomenon of mental health problems in Gen-Z needs attention after the pandemic.

The results of this survey are in line with previous McKinsey research regarding the impact of the COVID-19 pandemic on mental well-being for Gen-Z. In addition to having a less positive outlook on life than previous generations, it is estimated that this generation is also three times more likely to seek treatment than the previous generation. The high percentage of young people reporting mental health challenges may be due to increased awareness of mental health, a greater willingness to seek help, or an environment that is primed to create or exacerbate mental health problems. The COVID-19 pandemic has added to the challenges they currently face in the younger generation, and this has disrupted the lives of children and adolescents, such as face-to-face school, face-to-face social opportunities with peers and mentors, access to health services and services, social care, food, housing, and the health of their caregivers.

It is reported that Gen Z bears certain burdens, including emotional stress and sadness due to the pandemic, as well as educational challenges caused by distance or interrupted learning. Those looking for work in recent years have experienced pandemic situations,

such as having difficulty finding work, having previous job offers canceled, or being unable to apply to graduate school due to lockdown times during the pandemic. This is certainly a concern for us as we study and estimate Gen Z's work attitudes in the workplace compared to previous generations.

Regarding intergenerational attitudes in the workplace, there are different views in the review of academic literature regarding attitudes between generations in the workplace, particularly issues of job satisfaction, organizational commitment, work engagement, and the intention to quit. Some researchers argue that even though there are statistically significant differences, they do not indicate that they have relevant practical implications, so there is no need to require strategic initiatives for organizations to address the "generational problem". As stated by Deal et al. (2010), generational problems are not a crucial issue in organizations. There are frequently misunderstandings in the development of management policies and practices, resulting in the inefficient use of large resources. Excessive handling of this generational problem can also backfire in terms of productivity, morale, and employee retention. This view is supported by Costanza et al. (2012), who conducted meta-analysis research on 20 research articles on job satisfaction, organizational commitment, and intention to quit through demographic analysis and found that the relationship between generational membership (cohorts) and work-related outcomes is very strong, small, or even zero in many cases.

However, most researchers provide another view that there are differences in work attitudes across generations, and it is necessary to carry out further research and find the right model for managing generational differences in the workplace to make the best contribution. Other researchers have revealed that different generations have variations in behavioral characteristics and values related to work (Gursoy et al., 2013). Kowske et al.'s (2010) research on generational effects on work attitudes reports that, in general, workplace attitudes differ between generations. Compared to the Boomer and Generation X (Gen-X) generations, Generation Y (Gen-Y) or Millennials show higher levels of job satisfaction, satisfaction with job security, recognition and development, and career advancement. However, they have the same level of satisfaction with compensation and benefits, with the job itself, and with the intention to quit.

Parry and Urwin's (2011) study presents empirical evidence that there are differences in work values among different generations, indicating that different employee groups have different values and preferences based on factors such as age and gender. Solnet and Kralj's (2011) study provides insights into the differences between Generation X and Millennials. It was found that Generation X employees are more satisfied with their jobs, more engaged, and emotionally more committed to the organization where they work compared to their Millennial counterparts. In contrast, Millennial employees are more likely to plan to quit their jobs and are more likely to perform poorly if their coworkers do so.

According to Brown et al. (2015), Millennials have different work attitudes within their jobs compared to previous generations such as Generation X or Baby Boomers.

Additionally, Chi et al. (2013) state that generational differences have been proven to influence key organizational outcomes, such as job satisfaction, employee turnover, absenteeism, job commitment, organizational citizenship behavior (OCB), and productivity outcomes. Understanding employee attitudes and their impact on business outcomes has become increasingly complex in recent years.

Meanwhile, the research by Myers & Sadaghiani (2010) refutes stereotypes about Millennials as being selfish, unmotivated, impolite, and disloyal. Their review indicates that Millennials are a more positive generation, working well in teams, motivated to contribute to their organizations, more open, and frequently communicate with their supervisors. A study conducted by Kim et al. (2015), investigating the influence of organizational commitment on the performance of Millennial workers in the hotel industry in Seoul, Korea, provides empirical evidence of a significant negative relationship between organizational commitment and performance. Research by Singh & Gupta (2015) in 13 different organizations in India across various sectors indicates that professional commitment is negatively related to job involvement, and Millennials exhibit high professional commitment.

The results of Brown et al.'s (2015) study on Millennials in a hospital in the United States also indicate a significant desire for career challenges. Furthermore, the research by Diskienė et al. (2017), examining the expectations and needs of the Millennial generation, reveals that the majority of representatives of this generation not only express expectations regarding the desired salary levels after completing their studies but also emphasize other elements of economic remuneration as well as non-monetary rewards. Wong et al. (2015) provide important empirical evidence regarding the importance of addressing the consequences and antecedents of Millennials' intentions to quit, as it can have an impact on performance.

Koppel et al. (2017), in their research exploring best practices for addressing work attitude consequences, mention the need to build loyalty among Millennials early in their tenure. It is stated that if leaders can retain Millennial workers beyond the three-year mark, they are likely to remain loyal to the organization, and they will continue to feel engaged. Additionally, the findings of Pînzaru et al.'s (2016) research indicate that Millennial workers are motivated by recognition, public acknowledgment, and positive feedback. Their character in the workplace requires a balance between personal and professional life, a comfortable environment, and a need for flexible work schedules. It is said that companies need to build a stronger foundation for these new generation employees by making an effort to better understand their work environment or the work models they prefer. Their opinions and reactions to work policies should also be taken into consideration. Rakhim's research (2008) identifies antecedent factors of work engagement in state-owned enterprises (BUMN) as job resources, including the work environment, work atmosphere, career opportunities, recognition, job experiences, and challenges, as well as personal resources, including employees' self-efficacy. It is also reported that Millennial workers in state-owned enterprises may need to engage in job crafting to integrate work and personal life to enhance their performance.

Tahir's study (2013) identifies the importance of work engagement as a component of work attitudes, particularly in state-owned enterprises, for several reasons: 1) Improving company performance, as employees who feel engaged tend to be more productive and contribute more to the company; 2) Increasing employee loyalty, as engaged employees are more likely to stay loyal and not easily move to other companies; 3) Reducing employee turnover: Work engagement can help reduce employee turnover, as engaged employees are less likely to leave the company easily; 4) Enhancing Human Resource Quality: Work engagement can improve the quality of human resources in the company, as engaged employees tend to be more enthusiastic and dedicated in their work; and 5) Improving Company Image, as work engagement is also a factor that can enhance the company's image.

Organizational commitment and work engagement are two crucial components of work attitudes in companies, particularly in state-owned enterprises (BUMN), where both serve as metrics for achieving management goals to enhance employee commitment and engagement to build employee performance. Organizational commitment and work engagement are often perceived similarly, although they are significantly different. Organizational commitment is more related to the nature of the relationship between staff and the organization, while work engagement relates to the nature of the relationship between employees and their work (Kim et al., 2017). Meanwhile, work engagement, although both are defined as a positive state of mind marked by high energy, enthusiasm, and full concentration at work (Schaufeli et al., 2002), can be distinguished from the locus of organizational commitment, which is more viewed as the extent of employee work involvement and identification strength with their organization (Mowday et al., 1979; Li, 2014). Therefore, investigations into both components of work attitudes aim to examine the influence of organizational commitment and work engagement individually or collectively on employee performance. In addition, research is also conducted to observe the mediating role of work engagement in the influence of organizational commitment on performance.

Based on theoretical literature references and empirical evidence from previous research, the conceptual model of this study aims to investigate the interaction of organizational commitment, work engagement, and performance among Generation Y and Z employees in state-owned enterprises, as depicted in Figure 2. The study proposes three direct impact hypotheses and one indirect impact hypothesis as follows:

- H1: There is a significant influence of organizational commitment on work engagement.
- H2: There is a significant influence of organizational commitment on performance.
- H3: There is a significant influence of work engagement on performance.
- H4: There is a significant influence of organizational commitment on performance through work engagement.

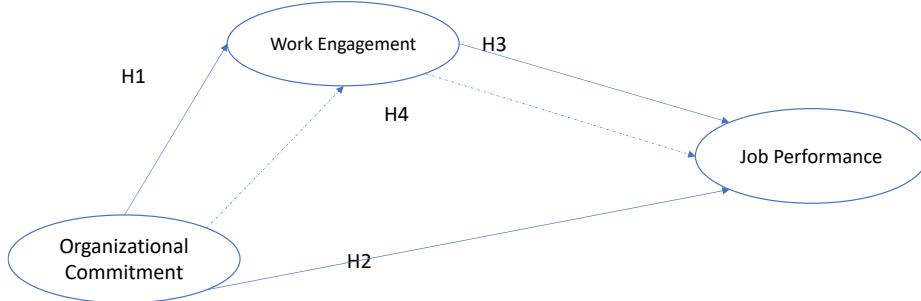


Figure 2. Concept Model and Research Hypotheses

3. Research Methods

A quantitative research design was employed in this study using a survey method, with a series of data analysis to test hypotheses for generalizing conclusions. The conceptual research model framework is built on theoretical foundations and supported by previous research. Based on the theoretical foundations, this study employs multidimensional constructs for all variables, namely organizational commitment, work engagement, and performance. Reflective indicators are used at the first-order and second-order stages for all variables. The scale type for variables (constructs) is an ordinal 5-point Likert scale.

The research was conducted in a state-owned enterprise in Jakarta, which operates in 34 provinces in Indonesia. The population consists of employees in the millennial generation, born between 1982 and 1999 (1981-1994), and the Netlenial generation (Gen-Z), born from 2000 onward (Twenge, 2012). Sampling was done through a census method, involving all members of the population as units of analysis. The total number of respondents was 412 out of a total population of 459 employees, resulting in a response rate of 89.8%.

Instrument testing was conducted twice on a population that was not the unit of analysis for this study. The first instrument test was carried out in the HRD Smart community in Jakarta with a sample of 50 respondents. The validity test results indicated that several statement items were not valid, with the obtained r-value or Pearson correlation lower than the tabled r-value (0.312). After making improvements and refining sentences in some questionnaire items to make them clearer and avoid misunderstandings, the second instrument test was conducted at the HRD Communication Forum in Bekasi with a sample of 40 respondents. All questionnaire items were deemed valid after the validity test. The reliability test results of the research instrument showed that all variables had Cronbach's Alpha (α) values > 0.70 , indicating that the variables in this study have good, consistent, or stable reliability and can thus be used in the research.

Table 1. Test Results of Research Instrument

Variable	<i>Cronbach's Alpha (α)</i>	Conclusion
Organizational Commitment	0,873	Reliable
Work Engagement	0,909	Reliable
Performance	0,889	Reliable

Source: Primary Data Processed (2022)

Statistical analysis technique was initiated with a descriptive analysis using the statistical software SPSS to analyze the demographic description and the descriptive variables of the study. Data analysis was then continued using Partial Least Square Structural Equation Modeling (PLS-SEM) analysis, which is an analysis of the Structural Equation Model (SEM) with the Partial Least Square (PLS) approach, utilizing WarpPLS 8.0 software. This analysis employed the Mode A algorithm analysis for the outer model, reflecting a reflective mode where latent variable indicators are operationalized in a reflective form. The linear algorithm analysis was used for the inner model. In this study, the resampling method used was Stable1, with the number of resamples predetermined by the WarpPLS program (default 100). Since the number of resamples cannot be adjusted, this method is highly useful for analyzing large amounts of data. After conceptualizing the model, determining the algorithm analysis method and resampling method, the next step involved drawing the path diagram of the model to be estimated. Drawing the path diagram in the WarpPLS program involves illustrating the hypothesized relationships among variables, while the indicators forming constructs do not need to be depicted because the program has stored the results of the first-order and second-order analyses, which are then used to analyze the inner model based on the predetermined direction of causal relationships.

4. Results

4.1. Descriptive Analysis

Descriptive demographics of respondents show that the number of Gen-Y respondents was 363 people from total 412 (79%) with a composition of 67% men and 33% women. Gen-Y's education level is 5% high school, 7% Diploma (D3), 84% Bachelor's degree and 44% Postgraduate (S2) education. Meanwhile, the demographics of Gen-Z are 96 from total 412 (21%) people with a composition of 51% men and 49% women, then their education level is high school 2%, Diploma (D3) 2%, Bachelor's degree 96% and no one has a Postgraduate (S2) education.

Respondents' responses to each variable indicate high scores for performance, followed by work engagement and organizational commitment. The response score for performance is 4.13 on a scale of 5, or 82.6%, with a standard deviation of 0.44. Work

engagement has a score of 4.05 or 81%, with a standard deviation of 0.41, and organizational commitment has a score of 3.37 or 67.2%, with a standard deviation of 0.34. These scores indicate high figures for performance and work engagement. The frequency distribution for each variable can reinforce these scores, with 39% of respondents stating their performance is very high, 57% very high, and only 4% answering that they have average performance, with no respondents indicating low or very low performance. Similarly, for work engagement, 29% of respondents state their work engagement is very high, 66% very high, and only 5% answering that their work engagement is average, with no respondents indicating low or very low work engagement. In contrast, respondents' responses to organizational commitment show that only 2% state it is very high, 41% state it is high, and 56% state it is average, with 1% stating it is low.

Analysis of the organizational commitment construct reveals that, respectively, affective commitment has a score of only 2.85, normative commitment 3.76, and continuance commitment 3.50. These scores indicate a relatively low figure for affective commitment, at only 57% of the 5-point Likert scale. Meanwhile, the normative commitment and continuance commitment dimensions have relatively high scores, at 75.2% and 70%, respectively. This suggests a cognitive commitment to the company. Item analysis for each dimension or indicator shows that affective commitment, which is relatively low, is indicated by respondents feeling displeased being an employee in the company, being unhappy discussing the company with people outside, feeling less like the company's issues are their own, lacking a sense of attachment to the company, feeling less like "part of the family" in the company, and not feeling "emotionally attached" or having a personal meaning to work in the company.

Further, the analysis of dimensions in the work engagement construct reveals that physical engagement has the highest score at 4.21, followed by cognitive engagement at 4.10, and emotional engagement at 3.84. These scores indicate relatively high numbers, with percentages of 84.2%, 82%, and 76.8% of the 5-point Likert scale, respectively. This suggests that the work engagement of Gen-Y and Z is more reflected in their physical and cognitive engagement with the company. Their physical engagement is evenly demonstrated by the high intensity in their work (4.18), exerting full effort (4.13), dedicating a lot of energy to their work (4.33), striving hard to perform well (4.31), and making the utmost effort to complete tasks (4.12).

Analysis of their cognitive engagement can be seen from their focused minds on their work (4.18) and paying a lot of attention to their work (4.18). They are also absorbed in their work (4.16), concentrated (4.13), and devote a lot of attention to their work. However, they state that they have difficulty staying focused during work (3.75). Meanwhile, the analysis of emotional engagement reveals that they relatively feel enthusiastic (4.15) and energetic about their work (4.22), are interested (4.33), feel proud (4.23), and have positive feelings about their work (4.23). However, they feel less happy with their work (2.28). It is the fifth item in the emotional engagement dimension that contributes to the relatively low level of emotional engagement compared to

physical and cognitive engagement. This aspect requires attention from management in state-owned enterprises, as the lack of joy in their work contributes to the comparatively low emotional engagement of Gen-Y and Z employees, despite their enthusiasm, energy, interest, pride, and positive feelings about their work.

Meanwhile, the performance construct has two dimensions: task performance and contextual performance, which have high scores of 4.20 and 4.06, respectively. Both dimensions represent 84% and 81.2% of the 5-point Likert scale. The performance of Gen Y and Z employees is reflected in both constructs, indicating that they claim to be able to carry out tasks well. They plan their work (4.40) and complete it on time (4.17). They know their planning is optimal and understand what needs to be achieved (4.37). They can separate main problems from other workplace issues (4.31), but they struggle to perform well with minimal time and effort (3.76). On the other hand, the analysis of contextual performance shows that Gen-Y and Z employees start new tasks or assignments after completing previous ones (4.06). They continuously update their knowledge (4.35) and skills (4.35) for their job, and they are willing to seek creative solutions to new problems (4.07). However, they are less willing to take on extra responsibilities (3.84) and tackle challenging tasks (3.82). They are also less inclined to seek new challenges (3.97) and participate actively in work meetings (3.99).

4.2. Analysis with PLS-SEM

Based on the results of the PLS-SEM analysis, the analysis of the research variable constructs can also be seen from the composite reliability values of each dimension. In this study, the construct of organizational commitment is indicated by two dimensions: normative commitment, which has a higher composite reliability of 0.899, and continuance engagement, which has a reliability of 0.896. The affective commitment dimension has a composite reliability below 0.7, making it invalid for explaining organizational commitment constructs. Meanwhile, for the work engagement construct, cognitive engagement has a higher composite reliability of 0.938, followed by physical engagement at 0.899, and emotional engagement at 0.828. Therefore, the cognitive engagement dimension is a crucial factor in explaining job attachment for Generation Y and Z employees.

For the performance construct, both dimensions of performance, namely task performance and contextual performance, have high loading values of 0.9278 and 0.929, respectively. This validates and explains the descriptive analysis above that the items in the dimensions of task performance and contextual performance can effectively explain the performance construct. Both of these dimensions are crucial factors in explaining the performance of Generation Y and Z employees.

Before conducting structural model analysis, a measurement model is first conducted. This is intended to test the reliability and validity of the indicators forming latent constructs by conducting confirmatory factor analysis (CFA). To test the reliability and validity of multidimensional constructs, second-order confirmatory factor analysis can be carried out. The second-order construct test is conducted by testing two levels: first,

an analysis of latent dimension constructs along with their indicators is performed. Second, an analysis is conducted from latent constructs to dimensional constructs. The approach to analyzing second-order CFA constructs using the WarpPLS program is through a two-step approach.

Items that meet the requirements are then examined based on the AVE values produced for each construct, all of which are > 0.5 . This means that all constructs have met the criteria for convergent validity. Similarly, the composite reliability values produced for each construct dimension are also very good, i.e., > 0.7 , thus meeting internal consistency reliability, which means there are no issues of multicollinearity among indicators. Next, the latent constructs (variables) in the study will also be tested for discriminant validity. One way to assess discriminant validity is by comparing the correlations between variables with the square root of the extracted variances.

Table 2. Confirmatory Factor Analysis of First Order Re-estimation

Construct	Indicator	Item	Loading Factor	CR	Alpha	AVE	Full collin.VIP
Organizational Commitment	Continuance Commitment	CC1	0.759	0.889	0.843	0.561	1.839
		CC2	0.779				
		CC3	0.777				
		CC4	0.785				
		CC6	0.772				
	Normative Commitment	NC1	0.854	0.896	0.859	0.643	0.3747
		NC2	0.86				
		NC3	0.844				
		NC5	0.683				
		NC6	0.754				
Work Engagement	Physical Engagement	PE1	0.82	0.899	0.915	0.702	3.326
		PE2	0.836				
		PE3	0.853				
		PE4	0.855				
		PE5	0.858				
		PE6	0.804				
	Cognitive Engagement	CE1	0.899	0.938	0.905	0.688	4.093
		CE2	0.911				
		CE4	0.898				
		CE5	0.895				
		CE6	0.714				
	Emotional Engagement (EE)	EE1	0.859	0.828	0.918	0.802	2.93
		EE2	0.923				
		EE3	0.907				
		EE4	0.892				
Job Performance	Task Performance	TP1	0.803	0.927	0.915	0.702	3.326
		TP2	0.772				
		TP3	0.790				
	Contextual Performance	CP3	0.768	0.929	0.905	0.688	4.093
		CP4	0.722				
		CP5	0.750				
		CP6	0.756				
		CP7	0.770				

Source: Processed Primary Data (2022)

After conducting data processing with SEM using WarpPLS 8.0, the results obtained can be seen in table 3 below, which explains discriminant validity. All correlation values

between variables (latent constructs) are below the square root of the AVE (see the diagonal line, in parentheses). Based on the method for determining discriminant validity, which involves comparing the square root of each AVE on the diagonal with the correlation coefficient (off-diagonal) for each construction in the relevant rows and columns for each variable (Fornell & Larcker, 1981), it can be concluded that discriminant validity is acceptable for this measurement model. It supports the discriminant validity between variable constructs.

This research, in addition to testing hypotheses, aims to identify a model that fits well with its original data. This is highly beneficial for assessing the quality of the model. To evaluate the model fit, it is essential to follow criteria recommended by experts. Table 2 below provides explanations for each fit measure based on the general results mentioned earlier, specifically the cut-off P-values for APC, ARS, and AARS. It is recommended that the model fit should have a significance level of 5% (≤ 0.05). However, the output above indicates that the values for APC, ARS, and AARS are at a significance level of $P < 0.001$, signifying excellent model fit.

Table 3. Discriminant Validity

Variable	Organizational Commitment	Work Engagement	Performance
Organizational Commitment	(0,893)		
Work Engagement	0,588	(0,890)	
Performance	0,561	0,663	(0,927)

Source: Processed Primary Data (2023)

For Symson's Paradox (SPR) index, the resulting value is 1, R-squared Contribution Ratio (RSCR) is 1, Statistical Suppression Ratio (SSR) is 1, and Nonlinear Bivariate Causality Direction Ratio (NLBCDR) also yields a value of 1. This implies that the SPR index, SSR model index, RSCR index, and NLBCDR are all ideal, indicating an absence of causality problems within the model as a whole.

AVIF and AFVIF are two measures of model fit used to test collinearity issues in the PLS model. The recommended values for both measures should be ≤ 3.3 (ideal) or ≤ 5 (acceptable). As indicated by the output above, there are no multicollinearity problems within the model. For Symson's Paradox (SPR) index, the resulting value is 1, R-squared Contribution Ratio (RSCR) is 1, Statistical Suppression Ratio (SSR) is 1, and Nonlinear Bivariate Causality Direction Ratio (NLBCDR) also yields a value of 1. This means that the SPR index, SSR model index, RSCR index, and NLBCDR are all ideal, indicating an absence of causality problems within the model as a whole. AVIF and AFVIF serve as two measures of model fit used to assess collinearity issues in the PLS model. The recommended values for both measures should be ≤ 3.3 (ideal) or ≤ 5 (acceptable). As indicated by the output above, there are no multicollinearity problems within the model..

Table 4. General Results of Structural Model Measurements

No	Model Fit dan Quality Indices	Nilai	Keterangan
1	<i>Average path coefficient</i> (APC)	0,453	P<0,001
2	<i>Average R-squared</i> (ARS)	0,415	P<0,001
3	<i>Average adjusted R-squared</i> (AARS)	0,413	P<0,001
4	<i>Average block VIF</i> (AVIF)	1,528	diterima jika ≤ 5 , idealnya $\leq 3,3$
5	<i>Average full collinearity VIF</i> (AFVIF)	1,878	diterima jika ≤ 5 , idealnya $\leq 3,3$
6	<i>Tenehause GoF</i> (GoF)	0,583	kecil $\geq 0,1$, sedang $\geq 0,25$, besar $\geq 0,36$
7	<i>Symson's paradox ratio</i> (SPR)	1,000	diterima jika $\geq 0,7$, idealnya = 1
8	<i>R-squared contribution ratio</i> (RSCR)	1,000	diterima jika $\geq 0,9$, idealnya = 1
9	<i>Statistical suppression ratio</i> (SSR)	1,000	diterima jika $\geq 0,7$, idealnya = 1
10	<i>Nonlinier bivariate causality direction ratio</i> (NLBCDR)	1,000	diterima jika $\geq 0,7$, idealnya = 1

Source: Processed Primary Data (2023)

The generated Goodness of Fit (GoF) is 0.583 (≥ 0.36), indicating a good model fit. This suggests that the predictive power of the model is strong. For SPR, it is an index measuring causality issues. Ideally, this index should be equal to 1 or ≥ 0.7 (acceptable), signifying the absence of causality problems within a model. RSCR is an index measuring the extension where a model is free from negative R-squared contributions. Ideally, the RSCR index should be equal to 1 or ≥ 0.9 (acceptable), meaning there are no negative R-squared contributions in the model. SSR is an index measuring extension in which a model is free from statistical suppression effects. Suppression issues arise when a path coefficient has a large value compared to the correlation relationship with the path connecting two variables. The acceptable SSR value is ≥ 0.7 , indicating that 70% or more of the paths in the model are free from statistical suppression.

Table 5. Latent Variable Coefficients

No.	Variabel	R-square	Adj. R-square	Composite reliability	Average variance extracted	Full Collinearity VIF
1	Komitmen Organizaional			0,890	0,754	1,662
2	Keterikatan Kerja	0,467	0,344	0,919	0,867	2,031
3	Kinerja	0,767	0,482	0,925	0,837	1,941

Source: Processed Primary Data (2023)

NLBDCR is an index designed to measure the extension in which the non-linear bivariate coefficients of the supported relationship for the hypothesis of causal relationships within the model. An acceptable NLBDCR value is ≥ 0.7 , meaning that 70% or more of the paths associated within the model support the reversal hypothesis of weak causality relationships. Based on the general output results above, the values for SPR, SSR, RSCR, and NLBDCR are all equal to 1 (acceptable), indicating the absence of causality problems within the model.

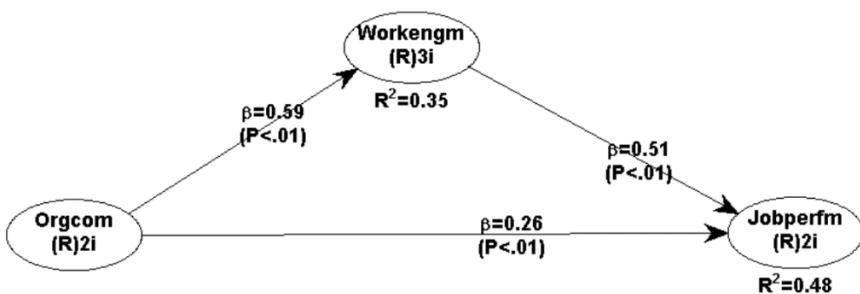


Figure 3. Structural Model Analysis Results

Source: Processed Primary Data (2023)

Figure 3 above presents the detailed results of the PLS structural model analysis, illustrating the path coefficients and their significances. Schematically, the detailed measurements of the structural model are depicted in Figure 3. Meanwhile, Table 6 below explains the results of the structural model analysis, serving as the basis for drawing conclusions from the hypotheses tested in this research.

Table 6. Hypotheses Testing Results

Hypothesis	Path	Path coefficients	p-value	Description
H1	Organizational Commitment on Work Engagement	0,588	<0.001	Accepted
H2	Organizational Commitment on Performance	0,262	<0.001	Accepted
H3	Work Engagement on Performance	0,509	<0.001	Accepted
H4	Organizational Commitment on Performance through Work Engagement	0,299	<0.001	Accepted

Source: Processed Primary Data (2023)

5. Hypotheses Testing Results

5.1. The Influence of Organizational Commitment on Work Engagement

The hypothesis testing results report the influence of organizational commitment on performance, with a structural coefficient of 0.588 and a P-value < 0.001. Since the P-value is < 0.05, and the positive sign of the coefficient indicates a positive and significant influence between organizational commitment and performance, it implies that an increase in organizational commitment among Gene-Y and Z employees in the state-owned company (BUMN) will enhance their performance. Considering the relatively low coefficient value of 0.262, it can be said that the impact of organizational commitment on Gen-Y and Z employees is not very substantial in directly improving their performance.

5.2. The Influence of Organizational Commitment on Performance

The influence of organizational commitment on work engagement is obtained with a structural coefficient of 0.262 and a P-value of < 0.001 . Since the P-value is < 0.05 , and the positive coefficient indicates a positive and significant influence between organizational commitment and work engagement, it means that higher organizational commitment will result in higher performance among Gen-Y and Z employees in a state-owned enterprise (BUMN).

The findings of this study support previous research that reported the significance of the influence of organizational commitment on performance, such as studies by Khan et al. (2010), Lam et al. (2013), Memari et al. (2013), and Cesario and Chambel (2017). Regarding organizational commitment dimensions, Sharma and Dhar's study (2016) reported empirical evidence that affective commitment significantly affects performance. According to Eliyana et al. (2019), individuals with high organizational commitment demonstrate positive behavior toward their organization, show a strong work ethic, are willing to sacrifice, and exhibit a high level of loyalty to the organization. Therefore, individuals with high organizational commitment are more likely to be motivated to achieve job performance. Similarly, Hettiarachchi and Jayarathna (2014) and Malini et al. (2016) show that individual commitment levels can significantly enhance job performance.

5.3. The Influence of Work Engagement on Performance

The hypothesis testing results show the influence of organizational commitment on performance, with a structural coefficient of 0.509 and a P-value of < 0.001 . Since the P-value is < 0.05 and the positive coefficient indicates a positive, then there is a significant influence between work engagement and performance. It means that an increase in work engagement among Gen-Y and Z employees in a state-owned enterprise (BUMN) will enhance their performance. Considering the relatively low coefficient value of 0.262, it can be said that the construct of work engagement in Gen-Y and Z workers has a significant impact on improving their performance directly.

Work engagement is defined as a motivational concept representing an individual's psychological attachment to their organization and tasks related to their role (Kahn, 1990). An employee may feel proud and loyal, become a strong supporter of the company, and/or work extra to complete tasks. Its relationship with performance is reported to have significance, with work engagement being the best predictor of performance (Cesario et al., 2017). Anitha's research (2014) also provides empirical evidence of the significant influence of work engagement on performance.

5.4. Indirect Influence of Organizational Commitment on Performance through Work Engagement

The influence of Perceived Usefulness on Behavioral Intention to Use is obtained with a structural coefficient of 0.299 and a P-value of < 0.001 . Since the P-value is < 0.05 , and the positive coefficient indicates a positive, there is a significant influence of

organizational commitment on performance through work engagement. This means that it plays a partial mediating role in the influence of organizational commitment on performance.

Employees actively involved in a company tend to exhibit high commitment to their work. As emphasized by Rich et al. (2010), when they are engaged with an organization, greater efforts are exerted to achieve excellent performance. Additionally, engaged employees are willing to work with extraordinary intensity and for extended periods. Buil et al. (2019) also found that work engagement significantly enhances performance. Several studies indicate a significant difference in performance levels between employees who exhibit work engagement and those who do not. Halbesleben and Wheeler (2008) show that work engagement uniquely contributes to performance improvement.

The partial mediating role of work engagement in the influence of organizational commitment on performance can be analyzed as both components of work attitude directly affecting performance. The research results show that the path coefficient of the influence of work engagement is much higher than that of organizational commitment. This study strengthens the view that distinguishes between the two, stating that organizational commitment is more related to the nature of the relationship between staff and the organization, while work engagement is related to the nature of the relationship between employees and their work (Kim et al., 2017).

6. Discussions

Based on the descriptive analysis, the variable of organizational commitment has a smaller coefficient value compared to work engagement. This not only indicates high scores of work engagement among Gen-Y and Z employees in a state-owned enterprise (BUMN) but also shows in the SEM analysis of the mediating role that work engagement only partially mediates the influence of organizational commitment on performance. Therefore, both organizational commitment and work engagement are two important components of work attitudes for predicting the performance of Gen-Y and Z employees. The research results indicate that these two components of work attitudes predict 48% of their performance, with the remaining influenced by factors outside the research model.

Further analysis of the dimensions within each construct variable reveals that the dimensions of sustainability commitment and normative commitment are important factors in the construct of organizational commitment. In contrast, affective commitment is less able to explain the construct of organizational commitment. Moving on to the analysis of work engagement, cognitive engagement has a higher factor loading than the other two dimensions, namely physical engagement and emotional engagement. This illustrates that cognitive engagement contributes significantly to the direct influence of work engagement on performance. The attitudes of Gen-Y and Z employees toward the work engagement construct are noteworthy in their focus and attention to work, as well as their immersion in their tasks at the state-owned enterprise.

However, in the analysis of the physical engagement dimension, their work attitude indicates a reluctance to take on extra tasks. Similarly, in the analysis of the emotional engagement dimension, Gen Y and Z employees show enthusiasm, energy, and interest, but they feel less joyful about their work.

Based on the analysis of the dimensions of the performance variable construct, the performance of Gen Y and Z employees is predominantly demonstrated through contextual performance. This aligns with what Borman and Motowidlo (1993) state, that performance is related to task completion and how someone understands their job in a contextual manner, and is highly associated with an individual's organizational commitment in the workplace. Similarly, in line with the synthesis from Ramawickrama et al. (2017), performance is an individual's behavior that reflects a positive attitude toward their organization.

Performance is a function of an individual's abilities, skills, and efforts performed in a given situation (Porter & Lawler, 1968). It is also considered as relevant actions by employees toward achieving the goals of the company, and all of it is related to the presence of organizational commitment in employees, as highlighted by Campbell et al. (1990). The findings of the study affirm that the construct of organizational commitment is equally important for Gen Y and Z employees as the work attitude tendencies of previous generations in the workplace. Organizational commitment has a positive and significant influence on performance.

As work attitudes, organizational commitment and work engagement simultaneously predict performance by 62%. Each component of these work attitudes has a significant influence on performance, with work engagement having a larger path coefficient in predicting performance. This reinforces the view that organizational commitment is more related to the nature of the relationship between staff and the organization, while work engagement is related to the nature of the relationship between employees and their work. Organizational commitment and work engagement are two crucial work attitude components for Gen Y and Z workers and should continue to receive attention in state-owned enterprises to maintain their identification with the organization and enhance their contributions and best performance. Companies can manage the improvement of organizational commitment and work engagement separately for Gen Y and Z employees to enhance their performance. When faced with choices, work engagement is a higher priority for building the work attitudes of Gen Y and Z employees in state-owned enterprises. This aligns with the direction set by the Ministry of State-Owned Enterprises, emphasizing the importance of work engagement and the need for careful management to improve employee performance.

The findings of this study provide a reference for exploring the differences in the attitudes of Generation Y and Z in the workplace. Similar to previous research, which reported differences in the work attitudes of Gen Y and Z compared to previous generations (Gen X and Baby Boomer), this study emphasizes that while there may be statistically significant differences, it does not necessarily indicate the need for drastic strategy changes. It has practical implications for managing a diverse workforce with

generational differences. This aligns with the findings of Deal et al. (2010), suggesting that the generational issue is not a critical concern in organizations. Excessive focus on generational issues can be counterproductive in terms of productivity, morale, and employee retention due to misunderstandings in policy-making and management practices, leading to ineffective resource allocation. This perspective is also supported by Costanza et al. (2012), who conducted a meta-analysis of 20 studies on job satisfaction, organizational commitment, and intention to quit through demographic analysis, indicating that the relationship between generational cohorts and work-related outcomes is very small, even zero in many cases.

7. Implications of Research Results

Based on the analysis of the research results, important notes for organizational work attitudes and work engagement among Generation Y and Z employees in the state-owned company (BUMN) can be made: (1) Organizational commitment has a positive and significant influence on work engagement; (2) Organizational commitment has a positive and significant influence on performance; (3) Work engagement has a positive and significant influence on performance; (4) Work engagement partially mediates the influence of organizational commitment on performance. The analysis of the mediating role of work engagement recommends that both components of work attitude have a significant direct impact on performance. The path coefficient of the influence of work engagement is much higher than organizational commitment. This reinforces the view that emphasizes their difference, where organizational commitment is more related to the relationship between staff and the organization, while work engagement is related to the relationship between employees and their work.

The research findings in this state-owned company can provide a new perspective for understanding the differences in the work attitudes of Generation Y and Z employees in the workplace to develop retention strategies for all employees across generations. For Generation Y and Z, this research provides a key opportunity to manage organizational commitment and work engagement based on the analysis of each construct's dimensions, to develop more accurate retention strategies so that they continue to contribute their best to the company.

Based on the research findings, where the dimension of affective commitment is less able to explain the work engagement construct, and as a variable construct, it has a relatively low coefficient on performance, it is recommended to have support from superiors and socialization through training programs. Building a positive work attitude requires support from superiors and the company to assist employees' cognitive processes in understanding the company's values, namely AKHLAK. This will help them in the affective process to form good work attitudes and behave appropriately. A more in-depth discussion on descriptive statistics in each company with the characteristics of Generation Y and Z will provide a constructive analysis to better understand the attitudes and behaviors of Generation Y and Z employees. The research results can also

be proposed to create new propositions and perspectives in developing and defining organizational commitment and work engagement for Generation Y and Z employees.

8. Limitations of the Research

This study constructs a model of the influence of organizational commitment and work engagement on Generation Y and Z employees in a state-owned company (BUMN). The research was conducted in one state-owned company, and although the research population is spread across almost all provinces in Indonesia, it is recommended to expand the study to various industries and increase the population size to better represent the units of analysis. This expansion aims to obtain a stronger representation of results for generalizing conclusions about the work attitudes of Generation Y and Z in state-owned companies in Indonesia.

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