How Organizational Culture Enhances Organizational Commitment Among the Millennial Workforce: The Mediating Roles of Employee Engagement and Job Satisfaction

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ABSTRACT

This study investigated the relationship between organizational culture, organizational commitment, and the mediating effects of job satisfaction and employee engagement among millennial employees in Central Java, Indonesia. This research was driven by an identified gap in understanding how organizational culture and commitment were influenced by intrinsic factors such as employee engagement and satisfaction, particularly within the millennial demographic in emerging economies. Using primary data from 345 respondents analyzed via partial least square structural equation modeling with Smart PLS software, the study revealed that an inclusive, value-aligned organizational culture was crucial for strengthening commitment. Findings also highlighted the significant roles of job satisfaction and engagement as mediators, enhancing the relationship between culture and commitment. This research contributes to the field of organizational behavior by illustrating how focusing on employee-centered values and well-being can increase organizational commitment, providing a foundation for stakeholders aiming to foster sustainable growth and loyalty among millennial employees. Future research directions are suggested, including cross-national and cross-sectoral comparisons and longitudinal studies to expand the findings across different contexts. This study offers meaningful insights for those looking to improve organizational commitment through culturally supportive and engagement-focused strategies tailored to the millennial workforce.

Keywords: Work engagement, millennials, organizational commitment, job satisfaction, organizational culture.

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INTRODUCTION

In today's competitive business environment, high organizational commitment to employees is an indicator of successful employee management that is expected to contribute to work productivity and the effectiveness of employee performance from various generations at various levels of the organization (Boatemaa et al., 2019). Organizations want their employees to do their jobs wholeheartedly (Iddagoda & Opatha, 2020). The success of employee management in increasing work engagement and commitment is an important step in ensuring the company can survive in the competition and rapid changes in the global world (Donkor et al., 2021). The issue of work attitudes and work commitments has considerable social and political significance in companies (Haller et al., 2023). Commitment can generally be defined as psychological attachment, and the willingness of individual members, to persevere and make efforts for their organization (Kim, 2020). Regardless of how employee commitment is defined and valued, this definition and assessment imply that employee commitment is seen as a bond between employees and the organization (Boatemaa et al., 2019; Haider, 2018; Haller et al., 2023). Organizations value employee commitment because it is believed to reduce negative employee behavior that is contrary to commitments such as procrastinating, work absence, and turnover (Abasilim et al., 2019; Baltaru, 2023; Erdurmazlı, 2019).

Millennials are the largest generation group in today's workforce, and their behavior related to work commitments is a challenge for policymakers in organizations (Sahni, 2021). Based on research it was estimated that millennials will take more than 75% of this demographic proportion by 2025 (Gabriel et al., 2020). Millennials were found to have more resources to help organizations succeed (Ingsih et al., 2022). Millennials had high self-confidence and high self-reliance in work to complete their tasks effectively (Ali et al., 2022). As a generation that grew up in the era of digital technology, millennials are naturally familiar with technology (Martin, 2020). "Millennial" workers have quite optimal performance with personal characteristics such as fast learning, high curiosity, and high creativity and curiosity (Indrayani et al., 2023). They tend to have strong technological skills, both in the use of software and digital platforms, which are important in an increasingly globally connected work environment (Minzlaff et al., 2024). With better economic conditions and technological developments,

as well as changes in the existing social environment, these millennial workers bring new behaviors in the world of work that are challenging in harmony with the existing organizational culture (Warner & Zhu, 2018). Millennial behavior that is a challenge to the organization culture such as low work ethics (Farhan, 2021), the tendency to advance oneself but not ready to sacrifice oneself for the company (Arredondo Trapero et al., 2017) and high expectations but with low loyalty and commitment (LaCore, 2015). Work cultures are starting to change from rigid hierarchies to teamwork, collaboration, and flexibility (Warner & Zhu, 2018). While millennials have the expectation that a work environment that is more inclusive, open, and oriented towards achieving common goals than rigid traditional rules and structures (Walden et al., 2017). However, millennials have concerns regarding their welfare at work and it is one of the main concerns that make them have low work commitments (He et al., 2019). Conversely, for companies, a high level of work commitment in the organization is a success in managing employees who are expected to be able to apply an organizational culture that is in line with the expectations and goals of employees in the organization (Jahan et al., 2022).

One way to describe organizational culture is to share shared values that define important issues the organization should consider and standards that determine how employees behave within the organization (Maesschalck & Paesen, 2021). Corporate culture affects relationships between employees and organizations. Organizational culture is described in three levels: artifacts (such as offices, décor, furnishings, clothing, etc.), espoused values (such as corporate slogans and mission statements), and underlying basic assumptions (Saleem et al., 2020). Work commitment to the organization can arise when employees have job satisfaction (Koçak & Kerse, 2022). In line with this, job satisfaction is an attitude factor that determines how someone sees their work (Usadolo et al., 2022). In addition, organizational commitment can be realized when employees feel aligned with the existing organizational culture (Jahan et al., 2022), which in turn can bring out employee work agility (Sahni, 2021). High employee engagement in the company is a goal expected by companies in human resource management (Keller et al., 2022).

But in reality, there are still companies that do not pay more attention to organizational culture that is in line with changes in employee behavior

in their companies (Khan et al., 2020). The importance of companies paying more attention to their corporate culture cannot be ignored (Audia & Silvianita, 2022). The views and values upheld in an organization are referred to as its organizational culture. The culture followed by organizations has a huge impact on employees and their relationships among themselves (Keller et al., 2022). A good organizational culture can create a healthy work environment, based on the company's vision and mission, which in turn can increase employee work engagement, especially in the diversity of today's workforce (Saleem et al., 2020). A strong organizational culture can help create a pleasant work environment, increasing job satisfaction, and reducing the intention to change jobs (Fenn & Bullock, 2022). In line with this, organizational culture also has a significant impact on increasing employee commitment within the company (Jahan et al., 2022). There is empirical research on how companies develop employee commitment and the influence of organizational culture and other organizational factors (Algarni & Alemeri, 2023). Several studies conducted have proven that improper employee management and organizational culture that are not implemented properly are obstacles to creating employee commitment (Abraham et al., 2023; Choi et al., 2023; Khan et al., 2020; Liu et al., 2000). Related to previous research there is empirical research on how organizational culture (Abraham et al., 2023; Bashir et al., 2020; Jahan et al., 2022; Zimmermann et al., 2020), Job satisfaction (Bastida et al., 2023; Chan et al., 2020; Moreira Mero et al., 2020; Usadolo et al., 2022) and employee work engagement (Jalil et al., 2021; Keller et al., 2022; Sahni, 2019) is a challenge for managing employees in creating organizational commitment.

Research on the impact of organizational culture on the commitment of millennial employees remains a significant gap in contemporary organizational studies (Hassanian et al., 2023; Jahan et al., 2022; Nguyen et al., 2023). Although the millennial population in the workforce continues to grow, there is limited understanding of how organizational culture specifically influences their commitment ('Azzam, 2023). This is crucial because millennials are projected to comprise a substantial portion of the workforce, and their unique characteristics and expectations necessitate specific management approaches (James et al., 2020). Organizational culture plays a vital role in shaping employee attitudes and behaviors (Saxena et al., 2022). Studies indicate that a strong, positive culture can reduce millennials' turnover intentions, enhance loyalty, and strengthen

their commitment (Naidoo & Govender, 2022; Nguyen et al., 2023; Pratiwi & Abadiyah, 2022; Triguero-Sánchez et al., 2022). Given that millennials often value workplace culture more than traditional incentives like salary, aligning organizational culture with their values is critical (Aydoğmuş, 2019; Sessoms-Penny et al., 2023). Moreover, millennials' work values differ from those of previous generations, requiring organizations to adapt their culture to meet these new expectations (Becker et al., 2022). Strategies such as implementing employee engagement and well-being programs that focus on collaboration and inclusivity, as well as fostering a knowledge-sharing environment, can enhance their commitment (Ampofo, 2020; Jahan et al., 2022; Kurnia & Widigdo, 2021). Thus, understanding the relationship between organizational culture and millennial commitment is essential for organizations aiming to attract and retain millennial talent (Indrayani et al., 2023). Further research in this area is crucial not only for theoretical advancement but also for practical applications that can improve employee satisfaction, retention, and overall organizational effectiveness (Abraham et al., 2023; Ihsani & Wijayanto, 2022).

This research was important because many manufacturing companies with the majority of millennial generation employees experience operational constraints with low work commitment (Mesu et al., 2015; Moulik & Giri, 2022). In this study, we sought to uncover how much corporate culture influences millennial work commitment. Organizational culture was the focus of this research in relation to the organizational commitment of the millennial generation which is the challenge of today's organizations, namely ethical behavior with superiors and colleagues (Farhan, 2021), organizational culture that upholds teamwork (Delgado et al., 2020), a feeling of pride in being part of the organization (Bashir et al., 2020), a willingness to contribute to the organization (Martin, 2020), and also optimism which refers to the behavior of not giving up easily in the face of challenges (Meng & Berger, 2018). In addition to the main influence of organizational culture on organizational commitment, this study also investigated the possible effects of interaction or mediation. (Iddagoda & Opatha, 2020; Wan & Duffy, 2022). Several studies have examined mediating variables between organizational culture and work commitment and other outcomes such as organizational citizenship behavior (OCB), motivation, self-efficacy, and innovative work behavior

(Donkor et al., 2021; R. Khan et al., 2022; Zimmermann et al., 2020).

This study aimed to test and analyze the influence of organizational culture that focused on values and behavioral ethics on the organizational commitment of the millennial generation. For this reason, the researcher also intended to test the influence of the mediating variables of work engagement and job satisfaction Using Partial Least Squares Structural Equation Modeling (PLS-SEM). The application of Partial Least Squares Structural Equation Modeling (PLS-SEM) in this study was critical due to its capacity to manage complex models and consider measurement errors, making it an essential methodological approach to examine the mediating roles of employee engagement and job satisfaction within the context of organizational culture and commitment. PLS-SEM is particularly effective for mediation analysis, as it can estimate mediation effects while accounting for measurement errors, which is vital for handling complex interactions among multiple constructs often present in organizational studies (Baquero, 2023; Mohammad et al., 2022). This capability allows researchers to model intricate structural relationships, making PLS-SEM well-suited for studies that include mediating variables such as employee engagement and job satisfaction (Kerdpitak & Mekkham, 2019; Saengchai et al., 2019). Notably, PLS-SEM's accurate estimation of mediation effects is essential for exploring how organizational culture influences organizational commitment through these mediators (Imran et al., 2022; Shehzad et al., 2022).

In this study, employee engagement and job satisfaction served as crucial mediators in the relationship between organizational culture and organizational commitment. Employee engagement reflects employees' emotional and intellectual investment in their work, which can be significantly shaped by organizational culture (Somjai et al., 2019). A positive organizational culture fosters higher engagement levels, leading to a strengthened commitment to the organization (He, 2023). Additionally, job satisfaction emerges as an important result of a supportive culture, as satisfied employees are more likely to show strong commitment to the organization (Kraus et al., 2020; Sarstedt, Hair, et al., 2020). The mediating roles of employee engagement and job satisfaction are fundamental for several reasons. First, they clarify the mechanisms through which organizational culture impacts commitment, providing insights into how cultural attributes influence employee behaviors and attitudes (Raoof et al., 2021). Second, recognizing these mediation effects helps organizations

design targeted interventions that enhance engagement and satisfaction, thereby increasing commitment among millennial employees (Chen et al., 2021; Hilman et al., 2019). Finally, the use of PLS-SEM in this context ensured that analysis considers potential measurement errors, thus delivering more reliable and valid conclusions about the relationships among these constructs (Bresciani et al., 2022; Rehman et al., 2021).

Theoretically, our research contributes to the existing literature in two dimensions. First, our findings contribute to enriching the literature related to the work commitment of manufacturing industry employees in developing countries that focus on millennials by trying to bridge the research gap: an organizational culture that can increase work commitment through work engagement focused on millennial employees in the manufacturing industry in the province of Central Java Indonesia. Second, this study improves the literature related to existing work commitments, coupled with job satisfaction as a mediator that influences employee commitment by eliciting the psychological mechanisms that cause the relationship. In practical terms, our findings provide a lot of information to managers in the company to understand strategies for increasing work commitment that can be used as recommendations for employee management through increasing work engagement and employee job satisfaction in line with the existing organizational culture. Again, this study will serve as a guideline for managers to vary their employee management methods to fit the situation to create a good working relationship between the company and employees while achieving the set goals.

DEVELOPMENT OF THEORIES AND HYPOTHESES

Organizational Culture and Work Engagement

Organizational culture has a significant role in influencing millennial employee engagement (Alias et al., 2022). Research has shown that an organizational culture that was supportive, inclusive, and pays attention to equity couldincrease millennial employee engagement (Abduraimi et al., 2023). Millennials tended to be sensitive to injustice, so an organizational culture that suppressed justice can affect their level of work engagement (Lombongadil & Masydzulhak Djamil, 2023). Research also showed that

attractive work characteristics and a strong organizational culture can increase millennial engagement (Pamara & Bayudhirgantara, 2022). In addition, an organizational culture based on justice also contributed to the level of work engagement of millennial employees (Dhyan Parashakti et al., 2023). High support from the organization can also improve employee performance so that employees feel indebted to the organization and provide good performance, which ultimately created a better relationship between the organization and employees (Abduraimi et al., 2023). Thus, it can be concluded that an organizational culture that pays attention to fairness, attractive work characteristics, orientation to values, as well as factors such as organizational support, work motivation, and job satisfaction can play a role in increasing work engagement of millennial employees. Through creating a supportive and mindful work environment that values those that matter to millennials, organizations can improve the level of work engagement and overall performance of millennial employees. Therefore, we hypothesized that:

H1: Organizational Culture is positively related to the organizational commitment of millennial employees.

Organizational Culture and Job Satisfaction

Organizational culture has a significant influence on the job satisfaction of millennial employees (Ihsani & Wijayanto, 2022). Research showed that an organizational culture that was conducive, inclusive, and paid attention to fairness can increase the level of job satisfaction of millennial employees (Paulino & Yngson, 2023). Millennials tended to value the importance of fairness in the work environment, so that organizational culture that was this aspect of pressure can contribute to increasing their job satisfaction (Ihsani & Wijayanto, 2022). In addition, factors such as work motivation, transformational leadership style, and organizational commitment can also affect the job satisfaction of millennial employees (Santya & Dewi, 2022). Research has indicated that millennial employees' job satisfaction may be positively impacted by a corporate culture that upheld their ideals (Sirait et al., 2022)work motivation, organizational culture on job satisfaction and teacher performance at the Taruna Andalan School of the Kerinci Citra Kasih Foundation. The population of this study were all teachers at the Taruna Andalan School as many as 85 people. While the sample technique used

is the saturated sample technique. Where this technique all members of the population are sampled. Based on the sampling technique, the sample of this study was set at 85 samples. The data analysis technique in this study used descriptive analysis and PLS structural equation model (SEM. Research has shown that the alignment of organizational culture with the values expected by employees and the job satisfaction of millennial employees can affect organizational commitment, which in their partners can affect the level of job satisfaction (Saxena et al., 2022). Based on the explanation above, it can be concluded that an organizational culture that supports employee values and strong organizational commitment can play a role in increasing millennial employee job satisfaction. By creating a work environment that pays attention to the values that are important to millennials, organizations can increase millennial employee job satisfaction, which in turn can have a positive impact on employee performance and loyalty. Thus, we hypothesized that:

H2: Organizational Culture is positively related to millennial employee job satisfaction.

Organizational Culture and Organizational Commitment

Regarding the connection between employee organizational commitment and organizational culture, research has shown that organizational culture had a significant influence on employee commitment levels. Organizational culture had a close relationship with the organizational commitment of millennial employees (Xianqiang, 2023b) Research has shown that a strong and supportive organizational culture can play a role in triggering the growth of millennial employees' organizational commitment (Triguero-Sánchez et al., 2022). Other studies have shown that transformational leadership, attractive work characteristics, and career opportunities can also play a role in increasing employee organizational commitment (Achmad & Djamil Mz, 2022). An inspiring and expanding corporate culture was positively correlated with organizational commitment among millennial employees (Triguero-Sánchez et al., 2022). Factors such as equity-based organizational culture, employee engagement, and job satisfaction can also influence millennial employees' organizational commitment (Hassanian et al., 2023). Thus, it can be concluded that a supportive organizational culture, the application of organizational justice,

high work engagement, and job satisfaction can play a role in increasing employee organizational commitment. By creating a work environment that pays attention to the values that matter to employees, organizations can strengthen employee commitment, which in turn can have a positive impact on employee retention and overall organizational performance. Based on the above logic, we hypothesized that:

H3: Organizational Culture is positively related to the organizational commitment of millennial employees.

Work Engagement and Organizational Commitment

Employee engagement and organizational commitment have a very strong underlying relationship in an organizational context. The term "employee engagement" describes the mental and emotional bond that employees have with their work and organization, while organizational commitment reflects the extent to which employees identify and serve their organization (Sibarani et al., 2023). Employee work engagement, which focuses on role-oriented performance, has been shown to positively influence organizational commitment (Ly, 2024). In addition, research has explored the role of employee work engagement concerning organizational commitment (Rameshkumar, 2020). The positive relationship between employee engagement and organizational commitment has been highlighted in numerous studies, emphasizing the importance of engagement in cultivating commitment to the organization (Ly, 2024). In line with previous research, other factors such as organizational climate, employee engagement, and job satisfaction have been identified as predictors of organizational commitment, with employee engagement playing a significant role (Nabhan & Munajat, 2023). In conclusion, employee engagement plays an important role in shaping organizational commitment. When employees are engaged in their work, they tend to develop a strong sense of commitment to the organization. By fostering a work environment that encourages engagement through factors such as leadership, job characteristics, and intrinsic motivation, organizations can increase employee commitment levels, leading to improved organizational performance and results. Thus, we hypothesized that:

H4: Work engagement is positively related to the organizational commitment of millennial employees.

Job Satisfaction and Organizational Commitment

Organizational commitment is closely related to job satisfaction. Job satisfaction, which reflects an individual's satisfaction with his or her job, plays an important role in influencing organizational commitment (Algarni & Alemeri, 2023). Research has shown that job satisfaction positively impacts organizational commitment, with satisfied employees likely to show higher levels of commitment to their organization (Lee & Kim, 2023)job satisfaction, and organizational commitment. A research model based on structural equation modeling ' developed, and a survey was conducted with 534 office workers in Korean companies to gather the data. The findings indicate that mental toughness has a significant effect on psychological well-being and positively (+. Research has explored the effect that job satisfaction plays in the relationship across variables and organizational commitment, emphasizing how crucial job satisfaction is to fostering commitment (Bok-Mu & Ha-Sung, 2023). Furthermore, the relationship between job satisfaction and organizational commitment has been studied in various contexts, such as the impact of job insecurity, stress, and organizational fairness on employee satisfaction and commitment (Xianqiang, 2023a). These studies suggest that job satisfaction can act as a mediator in the relationship between these factors and organizational commitment, emphasizing the complicated relationship between job satisfaction and commitment. In line with previous research job satisfaction contributes to the development of positive organizational commitment among employees, which in turn can increase loyalty and dedication to the organization (Fauzan, 2023). Overall, job satisfaction plays an important role in shaping organizational commitment among millennial employees. It can be concluded that job satisfaction plays an important role in shaping organizational commitment. When employees are satisfied with their work, they tend to develop a strong commitment to the organization. By focusing on increasing job satisfaction through factors such as empowerment, leadership, and work motivation, organizations can foster a positive work environment that encourages higher levels of organizational commitment among employees. Thus, we hypothesized that:

H5: Job satisfaction is positively related to the organizational commitment of millennial employees.

Work Engagement and Employee Job Satisfaction as Mediating Variables

In the context of the relationship between job engagement and job satisfaction as a mediating variable, previous research has shown that job engagement and job satisfaction were interrelated and had a significant influence on various organizational aspects (Muhtar & Wahyuni, 2023; Xianqiang, 2023b). Work engagement, which reflected employees' level of engagement and engagement with their work, can act as a mediator in the relationship between factors such as organizational culture, organizational support, and work environment and job satisfaction (Algarni & Alemeri, 2023; Sahni, 2021). In line with previous statements, other studies have shown that work engagement can mediate the influence of proactive personality, perceptions of organizational support, work motivation, and organizational culture on employee job satisfaction (Ampofo, 2020; Pratiwi & Abadiyah, 2022). This suggests that job engagement can act as a link between these factors and job satisfaction, strengthening the relationship between these variables. In addition, previous research has also highlighted the role of job satisfaction as a mediating variable in the relationship between work stress, work environment, and motivation with employee work engagement (Al-Dossary, 2022; Nabhan & Munajat, 2023). These findings suggest that job satisfaction can be a bridge linking those factors to employee engagement rates, strengthening the relationship between those variables. Thus, job engagement and job satisfaction have a complex and mutually supportive relationship in an organizational context (Lu & Chen, 2022). Job engagement can act as a mediator linking certain factors to job satisfaction, while job satisfaction can mediate the influence of other factors on employees' job engagement rates. By understanding the complex relationship between job engagement and job satisfaction, organizations can create a supportive work environment that enhances employee performance and loyalty. Thus, we hypothesized that:

H6: Employee engagement mediates the relationship between organizational cultures in millennial organization commitment.

H7: Job satisfaction mediates the relationship between organizational culture in the organizational commitment of the millennial generation.
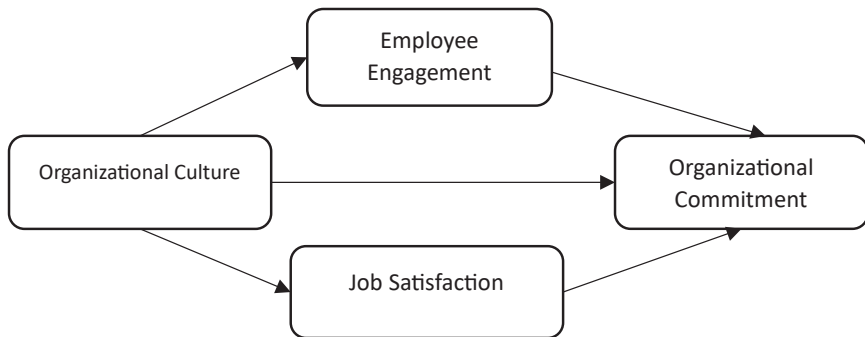

Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

Research Design and Procedures

The respondents involved in this study were millennial generation employees who worked in the manufacturing sector in various industries such as food & beverage, pharmaceuticals, textiles as well as metal processing and machinery. We developed the model using survey methodologies to validate it and evaluate its applicability. questionnaires were distributed using Google Forms. To collect data, the same URL/link was shared using electronic communication media and social media. A cover letter was included to explicitly outline the purpose of the survey, which was sent as an attachment. It assured that responses will remain confidential and will be utilized solely for educational purposes. Only 370 of the 500 questionnaires that were provided to participants were completed during the response collection process. Of the 370 questionnaires filled out, 25 were incomplete or incorrect in filling. As a result, 345 employee samples in total were kept for additional examination. Thus, 75% of the responses were received. Employees in the province of Central Java, Indonesia, provided the data. The respondents' ages ranged from 27 to 40 years who belonged to the millennial generation.

Measurement

The study used a scale that was already available to measure all constructions. 6 items related to work commitments adapted from (Kim, 2020). Four statements related to job satisfaction are adapted from (Way et al., 2010). An example of an item is "All things considered, I am satisfied with my current job.". Ten items to measure organizational culture, adapted from (Bashir et al., 2020). An example of an item is "I feel obligated to stay with my current organization". Seventeen statements relating to work engagement are adapted from (Bakker, 2006). An example of an item is "At my workplace, I feel full of energy." All scales employ the seven-point Dawes scale (Dawes, 2008) which ranges from 1 (strongly disagree) to 7 (strongly agree). Control variables included demographic data like age, gender, education level, and duration of service.

Smart PLS 3.3.2 was used to test the relationship hypothesized in this study (Sarstedt, Ringle, et al., 2020). Smart PLS was used to ensure the predictive relevance of our models. The conceptual model in this study was carried out using the partial least squares structural equation modeling (PLS-SEM) method (Hair et al., 2019). PLS-SEM's causal prediction method offered the advantage of increasing statistical power. We used PLS-SEM in testing the proposed model because it worked well even under non-normal distribution conditions (Hair et al., 2012).

RESULT & DISCUSSION

Respondents' Characteristics

Table 1: Demographic Information of the Sample

Variables	Characteristics	Frequency	Percentage (%)
Gender	Male	150	43%
	Female	195	57%
Age	27 - 30	155	45%
	30 - 35	135	40%
	35 - 40	55	15%
Education	Senior High School	98	28%
	Diploma	69	20%

Variables	Characteristics	Frequency	Percentage (%)
	Bachelor's Degree	152	44%
	Master's Degree	26	8%
Experience	1 - 5 years	238	69%
	5 - 10 years	107	31%

Measurement Model Assessment

The results of PLS-SEM that become guidelines have been evaluated and interpreted clearly by (Hair et al., 2019)yet concise, overview of the considerations and metrics required for partial least squares structural equation modeling (PLS-SEM. The measurement model on the outside and the structural model on the inside make up the SEM measurement model. The measurement model was assessed first which was then followed by the structural model assessment, according to the given rules of thumb. Measurement models were assessed using confirmatory factor analysis. The outer loading of every item included in this study was determined using the resulting partial least squares (PLS) computation. Every item in Table 2 had a loading of more than 0.60; those with loadings less than 0.50 were eliminated for additional examination. (Hair et al., 2020)confirmatory composite analysis (CCA. Its goal was to guarantee that the relationships between variables were measured using accurate and trustworthy conceptions.

Outer Model Evaluation

Table 2: Outer Loadings of the Study's Items

Items	EE	JS	OC	OCUL
EE1	0,782			
EE10	0,820			
EE11	0,730			
EE12	0,709			
EE2	0,765			
EE3	0,797			
EE4	0,855			
EE5	0,881			
EE7	0,853			
EE8	0,833			
JS1		0,769		

Items	EE	JS	OC	OCUL
JS2		0,871		
JS3		0,864		
JS4		0,862		
OC1			0,862	
OC2			0,837	
OC3			0,866	
OC4			0,870	
OC5			0,825	
OC6			0,794	
OCUL1				0,774
OCUL10				0,753
OCUL2				0,716
OCUL3				0,732
OCUL4				0,735
OCUL5				0,811
OCUL6				0,739
OCUL7				0,750
OCUL8				0,704
OCUL9				0,817

Validity and Reliability Test

Instrument dependability was assessed using Cronbach's Alpha, with internal consistency considered good at a minimum value of 0.70 (Hair et al., 2019). The Cronbach composite obtained showed Rho A and alpha values above 0.70 (see Table 3), indicating instrument reliability. Indicator reliability was assessed through factor loading, with all values above 0.70 (see Table 2). Convergent validity was tested using AVE, where all values ranged from 0.568 to 0.710, exceeding the minimum limit of 0.50, thus indicating adequate convergent validity (Hair et al., 2020). Discriminant validity was evaluated using the Heterotrait-Monotrait ratio (HTMT) and the Fornell-Larcker (1981) criterion. The results showed that the square root of AVE of each construct was greater than the inter-item correlation (see Table 4), in accordance with the requirements of Fornell and Larcker (1981). In addition, the HTMT value was below the limit of 0.85, indicating adequate discriminant validity (Roemer et al., 2021) as shown in Table 5.

**Table 3: Cronbach's Alpha, the Extracted Average Variance
of all Variables, and Composite Reliability**

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational Culture	0,939	0,949	0,948	0,647
Employee Enggagement	0,865	0,871	0,907	0,710
Job Satisfaction	0,918	0,919	0,936	0,710
Organizational Commitment	0,915	0,920	0,929	0,568

Table 4: Discriminant Validity was Assessed using (Fornell-Larcker)

Constructs*	EE	JS	OC	OCUL
EE	0,804			
JS	0,509	0,843		
OC	0,614	0,354	0,843	
OCUL	0,392	0,525	0,677	0,754

Table 5: Discriminant Validity was Assessed using (HTMT ratios)

Constructs*	EE	JS	OC	OCUL
EE	-	-	-	-
JS	0,573	-	-	-
OC	0,636	0,379		-
OCUL	0,395	0,569	0,730	-

Structural Model Assessment

Testing of structural models and hypotheses is shown in Table 6. As suggested (Hair et al., 2020)confirmatory composite analysis (CCA to test significance, bootstrapping was done with 5,000 resamples. The standard beta for OCUL and EE was 0.392, for OCUL and JS was 0.525, for OCUL and OC was 0.594, for EE and OC was 0.485, for JS and OC was 0.205 and Table 6 displays the indirect effects between OCUL and OC with EE serving as the mediator at 0.190 and OCUL and OC with JS serving as the mediator at 0.108. The outcomes of hypothesis testing indicated that every hypothesis was supported. The t-value and p-value were used to determine the significance of the path coefficient. There was a significant influence of organizational culture on work engagement, organizational culture on job satisfaction and organizational culture on work commitment, work engagement on organizational commitment, and job satisfaction on work commitment.

**Table 6: Testing of Hypotheses, Including Both
(Direct and Indirect Effects)**

Hypothesis	Path	Coefficient	Sample Mean	T-Statistics	p-Value	Decision
H1	OCUL -> EE	0,392**	0,397	7,458	0,000	Supported
H2	OCUL -> JS	0,525**	0,527	11,365	0,000	Supported
H3	OCUL -> OC	0,594**	0,592	14,133	0,000	Supported
H4	EE -> OC	0,485**	0,487	9,149	0,000	Supported
H5	JS -> OC	0,205**	0,203	4,029	0,000	Supported
H6	OCUL -> EE -> OC	0,190**	0,193	6,274	0,000	Supported
H7	OCUL -> JS -> OC	0,108**	0,107	3,810	0,000	Supported

Notes: The parameter is statistically significant at p < 0.001.** OCUL = organizational culture; EE = employee engagement; JS = job satisfaction; OC = organizational commitment
Source: Research data

Determinant Coefficient

The determination coefficient (R^2) in this study measured the variance described by the research model, which showed the influence of exogenous variables (Hair et al., 2020). Based on general standards, R^2 values of 0.25, 0.50, and 0.75 were considered weak, moderate, and substantial, respectively (Hair et al., 2019). In this study, the R^2 value was 15.4% for job attachment, 27.5% for job satisfaction, and 62.8% for organizational commitment, which showed that the model fit was sufficient. The Stone-Geisser Q^2 test, with thresholds of 0.02, 0.15, and 0.35 for small, moderate, and large influence, respectively (Cohen, 1988), yielded values of 0.090, 0.184, and 0.438 for job engagement, job satisfaction, and organizational commitment, respectively, indicating varying measures of influence. Organizational culture and work engagement showed a strong influence on work commitment, with F^2 values of 0.667 and 0.455, respectively, while work commitment showed a weaker influence on organizational commitment ($F^2 = 0.070$). This highlighted the important role of organizational culture, job engagement, and job satisfaction in explaining organizational commitment. Finally, the value of the variance inflation factor (VIF) ranged from 1,415 to 3,989, which was below the threshold of 5 (Sarstedt, Ringle, et al., 2020), which indicated no collinearity..

Table 7: Coefficient of Determination was Assessed using (R²) and*(Q²)

Endogenous variable	R*square	Adjusted R*square	Q*square
EE	0,154	0,151	0,090
JS	0,275	0,273	0,184
OC	0,628	0,625	0,438

Notes: EE = employee enggagement; JS = job satisfaction; OC = organizational commitment
Source: Research data

Mediation Analysis

Table 6 illustrates the strong and indirect impact that employee engagement and work satisfaction had on organizational commitment based on the findings of bootstrapping testing. According to Hair et al., (2020)confirmatory composite analysis (CCA if the VAF value is above 80% then it is referred to as full mediation. A VAF value of less than 20% is considered to have no mediation effect, whereas a value between 20 and 80% is considered to have partial mediation. However, this study revealed a significant indirect effect (OCUL→EE→OC) with a t-value of 6.274 and the VAF value of this pathway was 75% and can be said to be partial mediation. Indirect influence (OCUL→JS→OC) with a t-value, of 3.810 also confirmed H7. The VAF score in this indirect relationship was 87% and can be said to be full mediation, the above calculation score showing results between 20% and 80% can be interpreted as the work engagement that employees had partially mediated the relationship. The calculation score that showed a value of more than 80% wasinterpreted that job satisfaction felt by employees fully mediated the relationship between these variables (See Table 9).

Table 8: Size of Indirect Eeffects Measured using VAF

Condition	No*Mediation	Partial*Mediation	Full*Mediation
VAF = indirect effect/total effect	0 < VAF	0.2 <= VAF <= 0.8	VAF>0.8 Table

Source: (Hair et al., 2019)**yet concise, overview of the considerations and metrics required for partial least squares structural equation modeling (PLS-SEM**

Table 9: Findings from the Mediation Analysis

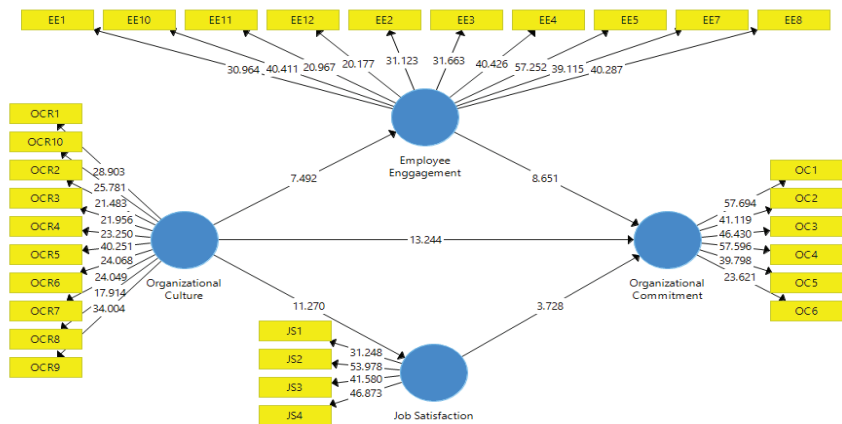| Exogenous*variable	Direct*(effect)	Indirect (effect)	Total* (effect)	VAF*	Mediation
Employee Enggagement	0,392	0,190	0,784	0,758	Partial
Job Satisfaction	0,525	0,108	0,702	0,874	Full

Source: Research data

Figure 2: Output of the Research Model

CONCLUSION

The results showed that the organizational commitment of higher millennial employees can be realized with an organizational culture that is aligned with employee expectations. Job engagement and job satisfaction were significantly found to affect organizational commitment. Work engagement and job satisfaction can be a mediator between organizational culture and organizational commitment. Research results showed that the implementation of organizational culture that is aligned with employee expectations has a positive effect on organizational commitment it is in line with the results of previous research (Bashir et al., 2020; Fenn & Bullock, 2022; Jahan et al., 2022). Other findings that job engagement and job satisfaction affect organizational commitment are consistent with previous literature (Keller et al., 2022; Sahni, 2019; Usadolo et al., 2022)implementing, and evaluating workplace wellness activities is a promising approach for optimizing the impact of workplace health promotion programs. Yet, there is a need for information on how employees are engaged in this process. We conducted a process evaluation of activities of the Patient-Centered Outcomes Research for Employees (PCORE. Thus, the overall results showed that both organizational culture, job engagement, and job satisfaction significantly influenced millennial organizational commitment. In the end, it can be concluded that millennial employees who have a high level of alignment with organizational culture such as opportunities to maximize the potential

of employees, feelings of pride in the organization, and willingness to make more efforts for the organization will have a high commitment to the organization. Similarly, employees who have high work engagement with the organization and good job satisfaction with the organization will have a high commitment to the organization. Therefore, the company's attention to the implementation of corporate culture that follows the expectations and value search of millennial employees is needed to increase the organizational commitment of employees.

With a strong organizational culture able to help companies manage employee commitment and satisfaction, companies must also pay attention to millennial employee job satisfaction both in the form of conformity of employee values with the company and fostering a sense of pride in being part of the company through programs related to awards and career paths because it can affect the organizational commitment of employees, Companies have an important role in maintaining employee work engagement as well as ensuring the level of job satisfaction of their employees. Job satisfaction and employee job engagement act as benchmarks in aligning existing organizational culture with the hope of being able to increase organizational commitment owned by employees. Work engagement and employee job satisfaction are proven to increase the level of employee commitment, because of this, the company must maintain and increase the level of work engagement and employee job satisfaction. Companies need to pay attention to the policies made and implemented to be able to create a good work culture climate so that when employees have a high level of work engagement and high job satisfaction, the commitment of employees will also increase.

Implication

The company's competitive advantage is in the form of a composition of millennial employees who have work commitments that can help the company compete in today's turbulent and competitive business environment. Companies must also be adaptive related to the implementation of organizational culture with generational diversity, especially millennial generation employees by creating an organizational culture that can meet the expectations and value search of millennial employees to maintain the level of job engagement and employee job satisfaction which in turn can

increase employee job satisfaction. This research can help companies in making policies and for researchers by providing further references for research. The company's role in creating an organizational culture climate that is aligned with employee expectations and value search will create feelings of loyalty and will increase the work commitment of millennial employees and retain millennial employees who have talent in the company. In addition, the results of this study are expected to help management formulate policies based on real needs and constraints faced by millennial employees to increase their work commitment.

Limitations and Future Avenues of Research

This research had measured perceptions of organizational commitment that may differ from other types of industry, other regions, and between countries. The influence of moderation variables such as organizational support, and stress levels can also be explored further. Subsequent studies may explore additional significant variables, such as work-life balance and intergenerational learning that can help create an environment that is more supportive of corporate culture implementation to increase organizational commitment. Employee needs may differ in different countries or geographical regions.

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