

## Employee Performance in Generation Y: Is Organizational Commitment Matters?

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**ABSTRACT.** Generation Y or Millennial This research focuses on the discussion of organizational commitment as a variable that affects the performance of Generation Y or Millennial employees in State-owned enterprises. The sample was determined using the purposive sampling method and the number of respondents in this study was 139 employees in Indonesia. The technique used to collect data from respondents is a questionnaire, then the analysis model used component-based SEM (structural equation model). This study found that organizational commitment has negatively related to employee performance. Furthermore, organizational commitment is not proven to act as a mediator variable of the relationship between job characteristics and transformational leadership on employee performance.

Keyword: Employee Performance; Generation Y; State-owned Enterprises

JEL Classification: M51

## INTRODUCTION

Generation Y is a generation that is frequently supposed to be a moment age. However, to avoid this discernment, Generation Y has a few positive sides. This is clarified in the exploration results (Angeline 2011; Dries, Pepermans, and Kerpel 2008; Zemke, Raines, and Filipczak 2000) referenced that generation Y is considered as an age that works in groups better, more agreeable, and more idealistic later on than the Baby Boomers and Generation X. Generation Y, who is likewise otherwise called Millennial Generation, will in general aversion severe oversight techniques and unbending work routine. Recent college grads will last more in positions or organizations that have utilized trend-setting innovation, testing occupations, and occupations that they discover fun. Likewise, this age is referenced as the age that underpins contrasts and tries to have a work-life balance.

However, this characteristic of Generation Y brings a different atmosphere to the workplace because Generation Y tends to prefer challenging jobs (Angeline 2011; Hobart and Sendek 2014; Zemke et al. 2000). When compared to previous generations, generation Y takes longer to find a job that matches their expectations. What this generation takes into consideration is flexibility in the workplace, both in terms of the time and place where they work. Besides that, Generation Y is also concerned with a comfortable and pleasant work environment in the workplace besides work-life balance, that's believed can increase their job satisfaction and performance hfe; Fluegge-Woolf 2014).

Various studies have shown that Generation Y lives with a series of values and cultures which relatively different from other generations. From an organizational point of view, there is a widespread perception (which is not supported by any substantial evidence) that Generation Y or millennials tend to be impatient, selfish, and disloyal (Myers and Sadaghiani 2010). A company certainly needs high-quality human resources who are highly committed to the company. It will be useless if the company has qualified but unfaithful employees. Rapidly increasing competition in various markets demands organizations to pay attention to their employees and ensure their commitment in the workplace. Organizational commitment is considered one of the most important things for organizations to maintain their existence and survival of the organization (Hanaysha 2016).

Organizational commitment is a bridge that connects employees and the company. Commitment measures the level of involvement and attention and analyses how the integration of individual and organizational goals (Feather and Rauter 2004). If the number of disloyal employees growing bigger, then leave the company, which means that the company is facing a challenge, which is employee retention. Organizations need to recruit qualified and committed employees, to survive in market competition. However, retaining qualified and competent old employees is more important than hiring new employees. Normally, the company will haunt new hires when many senior employees retire, not because of high turnover rates. In the recruitment process, organizations are always looking for talented employees and will spend time and money on their employees as an investment in the future.

The aim of this study is to measure the effect of organizational commitment on employee performance, especially among Generation Y employees at State-owned enterprises in Indonesia.

The selection of Generation Y or millennials within State-owned enterprises as research respondents is in line with the data from the Minister of State-owned Enterprise of the Republic of Indonesia in 2019, whom stated that 60% of State-owned enterprises employees are millennial generation (Gunawan 2019). The company certainly expects Generation Y employees to be future leaders and movers of the company, so quality resources are needed and of course, they must have a high commitment to achieve a bright future for the company. This is following the statement of the Minister of State-owned enterprises of the Republic of Indonesia in 2020, who said that the progress of Indonesia and State-owned enterprises in the future would be led by millennials (Rusli 2020).

Obviously, worker responsibility will affect the condition of the organization. Managing Generation Y is a considerable test that should be looked at by the organization. The age of generation Y is an age that grew up with needs that are simpler to discover, so this age has contrasts in their choices and contemplations. Along these lines, to accomplish the objectives, vision, and mission of the organization, the organization needs workers with high qualifications particularly in the sense of responsible.

Empirically, organizational commitment has a positive and significant effect on employee performance (de Araújo and Lopes 2015; Coco 2011; Napitupulu 2019; Renyut et al. 2017; Respatiningsih and Sudirjo 2015; Suwarni 2008; Tobing 2009; Wahyudi and Sudibya 2016; Yahyazadeh 2012). However, certain conditions and groups of employees indicate that organizational commitment has a negative effect on employee performance (Pandaleke 2016; Wibowo 2014). If the company has employees who are highly committed to the organization, the company will have no difficulty in dealing with employee turnover. Conversely, if the employee's commitment is considered insufficient, it will hinder the development of company performance. This shows that organizational commitment is a determining factor for high or low employee retention rates in a company. Therefore, this study will discuss what matters affect the variable organizational commitment and organizational commitment as a mediator variable.

Transformational leadership theory stems from the concept (Burns 1978) and (Bass 1985). Based on Bass's opinion, transformational leaders require subordinates to have perceptions with new perspectives through intellectual stimulation. A leader has the ability to become an individual who can provide support and attention to his subordinates with individual consideration through motivation that can inspire and have charisma (Bass 1985). Then, the researcher redirected the concept of transformational leadership into four general components, namely charisma, inspirational motivation, intellectual stimulation, and individual consideration (Bass and Avolio, n.d.). Leadership charisma is divided into behavioral dimensions and attributes, namely beliefs, values, or employee norms that are the source of charismatic actions from leadership. The inspirational motivation provided by a leader through affective leader communication with the foundation to provide inspiration and motivation for employees. Intellectual stimulation when viewed from the other side shows the extent to which leaders recognize and reward employees in formulating innovative tasks. Finally, individual consideration refers to the socio-economic support provided to employees for empowerment and development (Malik, Javed, and Hassan 2017).

Empirically, the test results show that the relationship between transformational leadership and organizational commitment, the mediating effect of organizational commitment between

transformational leadership styles and job satisfaction, shows that transformational leadership has a positive and significant effect on organizational commitment (Alamir 2010). Also, the results of the study which aimed to analyse the effect of transformational leadership showed a positive and significant influence between transformational leadership on organizational commitment (Eliyana, Ma'arif, and Muzakki 2019; Keskes et al. 2018; Malik et al. 2017; Nguni, Slegers, and Denessen 2006; Wang, Ma, and Zhang 2014).

**Hypothesis 1:** Transformational leadership has a positive and significant on organizational commitment

The stage when an employee recognizes a particular group and its goals and hopes to be able to maintain its status as a member of that group is the definition of organizational commitment according to (Robbins 2006). Organizational commitment as an individual's relative strength to an organization and involvement in a particular organization is characterized by three psychological factors (Porter and Steers 1973): (a) a strong desire to remain a member of certain organizations; (b) the desire to do everything in its power for the sake of the organization; and (c) firm belief and acceptance of the organization's values and goals. (Luthans 2002) also describes a similar definition of organizational commitment, namely: (a) a strong will to remain a member of the group; (b) willingness to work hard as organizational aspirations; and (c) a certain willingness to accept the organization's values and goals. In other words, organizational commitment is a behaviour that reflects employee loyalty to the organization and in the next stage where members of the organization express concern for the organization, its success, and further development (Eliyana et al. 2019).

There are three types of hierarchical responsibility as stated by (Allen and Meyer 1990): (a) affective, full of feeling as enthusiastic connection, recognizable proof, and association in an association, which implies that the individual makes due in an association on account of his own will; (b) continuant, which implies singular responsibility dependent on contemplations of what should be forfeited when leaving the association, which implies that for this situation, the individual chooses to remain in an association by considering it to be addressing requirements; and (c) normative, regulating as individual convictions about authoritative duty, which implies that people stay in an association since they feel obliged to be faithful to the association. Besides, (Smith and Meyer 2009) states that each association should be resolved to advance, agree with the principles, become part of the association, and endeavour to keep up the accomplishment of the association that has been accomplished.

Empirically, the test results show that there is a relationship between organizational commitment and employee performance. The findings from previous research indicate that organizational commitment has a positive and significant effect on employee performance (de Araújo and Lopes 2015; Coco 2011; Gangai and Agrawal 2015; Hettiararchchi and Jayarathna 2014; Kawiana et al. 2018; Napitupulu 2019; Nurtjahjono et al. 2020; Renyut et al. 2017; Respatiningsih and Sudirjo 2015; Suwarni 2008; Tobing 2009; Wahyudi and Sudibya 2016; Yahyazadeh 2012). However, certain conditions and groups of employees indicate that organizational commitment has a negative effect on employee performance (Pandaleke 2016; Wibowo 2014).

**Hypothesis 2:** Organizational commitment has a positive and significant effect on employee performance

Job characteristics were first developed by Hackman & Oldham (1974) which explains that job characteristics are an approach in designing work that shows how jobs are described into five core dimensions, namely skill diversity, task identity, task meaning, autonomy, and feedback. Most of the research supports the validity of the Job Characteristics Model (JCM). (2010) stated that task identity urges sentiments to feel that the work is significant and important, inspiring employees to work keenly. The utilization of different skill and talents of employees is required in finishing work activities (Price and Mueller, 1986). The significance of the task as stated by Hackman & Oldham (1974), is characterized as the degree to which work substantially affects the life or work of someone else both inside and outside the association. Besides, Hackman & Oldham (1974) expressed that autonomy is the degree to which a work offers opportunity to representatives in planning their work and in deciding the systems to be utilized in doing these exercises. Autonomy can persuade and empower representatives to attempt novel thoughts and gain from the outcomes and use aptitudes that are applicable to their experiences (Coelho and Augusto, 2010). Top management needs to give provide feedback or criticism to employees with the goal that they understand what needs improvement and can prompt a superior comprehension of the idea of their work (Coelho and Augusto 2010).

Empirically, the test results show that job characteristics have a positive and significant effect on organizational commitment (Arini and Soliha 2017; Bhuiyan, Al-Shammari, and Jefri 1996; Ekayanti, Widjajani, and Budiyanto 2019). In another study, it was also stated that job characteristics had a significant effect on job satisfaction and were able to increase organizational commitment (Anora, Marbawi, and Mariyudi 2019). Also, some studies show that job characteristics do not affect organizational commitment (Purwanto and Soliha 2017). Furthermore, job characteristics based on test results also show a positive and significant effect on job satisfaction (Ali et al. 2014; Katsikea et al. 2011; Said and Munap 2010; Spector and Jex 1991).

**Hypothesis 3:** Job characteristic has a positive and significant effect on organizational commitment

**Hypothesis 4:** Job characteristic has a positive and significant effect on job satisfaction

Job satisfaction is a form of general behavior towards the achievement of work performance and rewards following the wishes of workers (Robbins 2006). Betts, (2000) defines job satisfaction as the perception of a job based on who determines the level of satisfaction based on physiological and psychological needs. Meanwhile, according to (Furnham, Eracleous, and Chamorro-Premuzic 2009), job satisfaction is defined as the extent of employees and their jobs. Often two concepts are discussed simultaneously, namely the relationship that an individual feels satisfied at work because some factors and conditions motivate him. Furthermore, theoretically, organizations that have employees with high satisfaction will be more effective and productive and have a lower turnover rate (Chen 2006).

Empirically, the test results show that job satisfaction has a positive and significant effect on employee performance (Davari and RanjuBala 2012; Eliyana et al. 2019; Platis, Reklitis, and Zimeras 2015; Renyut et al. 2017; Rinny, Bohlen Purba, and nnnnnnnn2020; Siengthai and Pila-Ngarm 2016). However, there are also study which indicate that job satisfaction does not have a positive and significant effect on employee performance (Pawirosumarto, Sarjana, and Gunawan 2017). Furthermore, (Al-Ajouni 2015; Usikalu, Ogunleye, and Effiong 2015) investigating the relationship

between job satisfaction and employee performance which shows that there is a positive and significant relationship between job satisfaction and employee performance.

**Hypothesis 5:** Job satisfaction has a positive and significant effect on employee performance

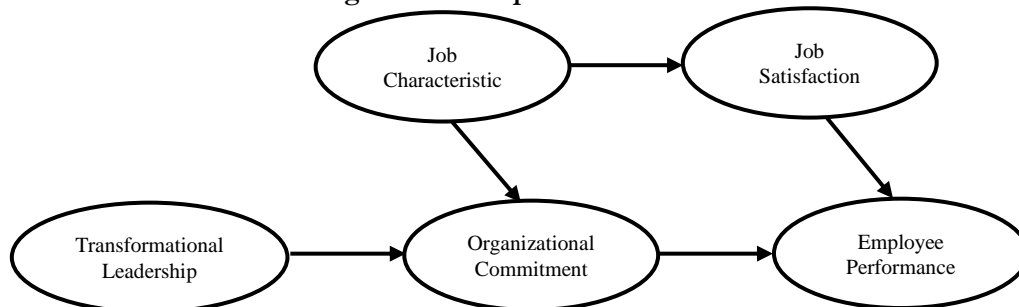
Employee performance in a company can be influenced by various things, based on studies (Purwanto and Soliha 2017) shows that job characteristics have a positive effect on employee performance. Furthermore, employee performance is also influenced by organizational commitment (de Araújo and Lopes 2015; Coco 2011; Gangai and Agrawal 2015; Hettiararchchi and Jayarathna 2014; Kawiana et al. 2018; Napitupulu 2019; Nurtjahjono et al. 2020; Renyut et al. 2017; Respatiningsih and Sudirjo 2015; Suwarni 2008; Tobing 2009; Wahyudi and Sudibya 2016; Yahyazadeh 2012). However, certain conditions and groups of employees indicate that organizational commitment has a negative effect on employee performance (Pandaleke 2016; Wibowo 2014). Also, transformational leadership has a positive and significant effect on organizational commitment (Eliyana et al. 2019; Keskes et al. 2018; Malik et al. 2017; Nguni et al. 2006; Wang et al. 2014). Organizational commitment also has a positive and significant effect on employee performance (Muis, Jufrizen, and Fahmi, 2018). Furthermore, Jaramillo et al. (2005) in their study stated that there is a very strong relationship between organizational commitment and employee performance.

**Hypothesis 6:** Organizational commitment acts as a mediation that connects job with employee performance

**Hypothesis 7:** Organizational commitment acts as a mediation that connects transformational leadership with employee performance

The test results from several studies indicate a positive and significant effect of job characteristics on job satisfaction (Ali et al. 2014; Katsikea et al. 2011; Said and Munap 2010; Spector and Jex 1991). Then, job satisfaction has a positive and significant effect on employee performance (Davar and RanjuBala 2012; Eliyana et al. 2019; Platis et al. 2015; Renyut et al. 2017; Rinny et al. 2020; Siengthai and Pila-Ngarm 2016). Furthermore, job satisfaction plays a role in mediating the relationship between job characteristics and organizational commitment (Ali et al. 2014; Arini and Soliha 2017). The conceptual framework is shown in Figure 1.

**Figure 1. Conceptual Framework**



Source: processed data

**Hypothesis 8:** Job satisfaction acts as a mediation that connects job characteristics with employee performance

## METHODS

This study focuses on proving the causal relationship of the effect of organizational commitment on employee performance in generation Y workers. In addition to seeing the direct effect, organizational commitment is positioned as a mediating variable between transformational leadership variables, job characteristics, and employee performance. The approach used in this study is cross-sectional which emphasizes theory testing through measurement of research variables using statistical procedures (Hair et al. 1998). The sample was determined using the purposive sampling method, the reason for choosing this method was because the researcher had understood that the information needed could be obtained from certain groups who were able to provide the information needed and meet the specified criteria (Ferdinand 2004). The performance provisions used are employees who work in State-owned enterprises and have a minimum work period of three years.

The data used in this study are primary data supported by secondary data. Primary data obtained from distributing questionnaires to research respondents, namely permanent employees of State-owned enterprises who have a minimum work period of three years, totaling 150 respondents. In this study, 300 respondents were found to be suitable, because according to (Sekaran and Bougie 2016), the sample size for social research is usually between 30-500. Sample size should be avoided because the model is very sensitive and always produces significant differences so that the goodness of fit measure becomes poor. Furthermore, secondary data were obtained from books, journal articles, and company documents related to the variables in this study.

The scale used to measure the variables in this study is a Likert scale which was developed from a five-point Likert scale to a seven-point Likert scale. (Cammann et al. 1979). Based on (Joshi et al. 2015), the Likert scale is a set of items that the researcher offers for the real situation or hypothesis under study, in which participants are asked to choose a level of agreement that is arranged from strongly disagree to strongly agree on the metric scale. The Likert scale includes seven points: (1) “strongly disagree” to (7) “strongly agree,” used to measure all variables. The combination of statements will reveal the specific attitude the respondent has towards the thing under study (Joshi et al. 2015). Furthermore, to determine demographic characteristics, the questionnaire was completed with questions covering age, status, educational background, years of work, and the type of sector of employment in the workplace.

The collected data will be processed quantitatively using the Partial Least Square (PLS) analysis technique with the help of the SmartPLS v3 software. The PLS method was chosen because it can be used to build a linear prediction model for the number of components based on the spectrum without various assumptions (Tobias 1995). Descriptive statistics were also used in this study to explain the responses to all statements in the questionnaire.

Transformational leadership is measured through three dimensions, each of which consists of several indicators, namely: the ideal effect [the act of giving an example (IDEAL1); admire the behaviour of the leader (IDEAL2)]; inspirational motivation (acts of inspiration (MI1); action to encourage problem solving (MI2)]; intellectual stimulation [action encourages problem-solving (S1); the act of enhancing a new way of thinking (SI2)]; individual friendliness [act of paying attention to subordinates (K1); responsive to subordinate complaints (KI2)].

Organizational commitment is measured by three dimensions, namely: affective commitment [pride in the organization (AC1); feeling emotionally attached to the organization (AC2); and have a strong sense of belonging to the organization (AC3)]; continuance commitment [will suffer a loss if it leaves the organization (CC1); have few job options when leaving the organization (CC2); leaving the organization will require great personal sacrifice and in other places will not provide benefits like in this organization (CC3)]; normative commitment [moving to another organization is an unethical act (NRC1); the reason for staying in the organization because they believe that loyalty is important and staying in the company is a moral obligation (NRC2); educated to believe in the value of staying loyal to an organization (NRC3)].

Job characteristics are measured by three dimensions, namely: skill variety [has various job variations (SV1); assign various tasks and responsibilities (SV2); provide various activities (SV3)]; task identity [work allows workers to complete work from start to finish (TI1); arranged in such a way that workers complete work from start to finish (TI2); designed in such a way that workers have the opportunity to complete the job entirely (TI3)]; task significance [how well a job is done will affect other work (TS1); in general this work is important to others (TS2); the job is not important or necessary for the organization (TS3)].

Job satisfaction is measured by three dimensions, namely: satisfaction with pay [the organization gives a better salary than competitors (SP1); the salary received is in accordance with their responsibilities (SP2); allowances received are adequate (SP3)]; satisfaction with promotion [if the employee does a job well will be promoted (SPROM1); employees are satisfied with the progress achieved (SPROM2); consistent promotion implemented in the company (SPROM3)]; satisfaction with co-worker [employees enjoy working with colleagues (SCW1); employees work with responsible co-workers (SCW2); co-workers can complete the work requested by employees (SCW3)]; satisfaction with supervision [direct supervisor or supervisor provides support for the employee's job (SUPER1); direct superiors have high work motivation (SUPER2); superiors immediately want to listen to their subordinates (SUPER3)]; satisfaction with work itself [the employee's job is very interesting (WORK1); employees are happy and responsible for the work given (WORK2); employees are not interested in doing other work (WORK3)].

Employee performance is measured by five dimensions, namely: quantity of work results [quantity of work exceeds other employees (QQ1); formal requirements for work targets have been met by employees (QQ2)]; quality of work results [achievement of quality of work exceeds the set standards (QUAL1); employee competence in completing work is sufficient (QUAL2)]; cooperation [have the ability to build cooperative relationships with colleagues (COOP1); cooperation is always established both with subordinates and superiors (COOP2)]; discipline [working on time (DIS1); maintain work professionalism (DIS2)]; initiative [creativity in carrying out work (IN1); the importance of having an idea or ideas at work (IN2)]. Overall the indicators used in this research are based on previous research by (Chen, Chen, and Tung 2018).



## RESULT AND DISCUSSION

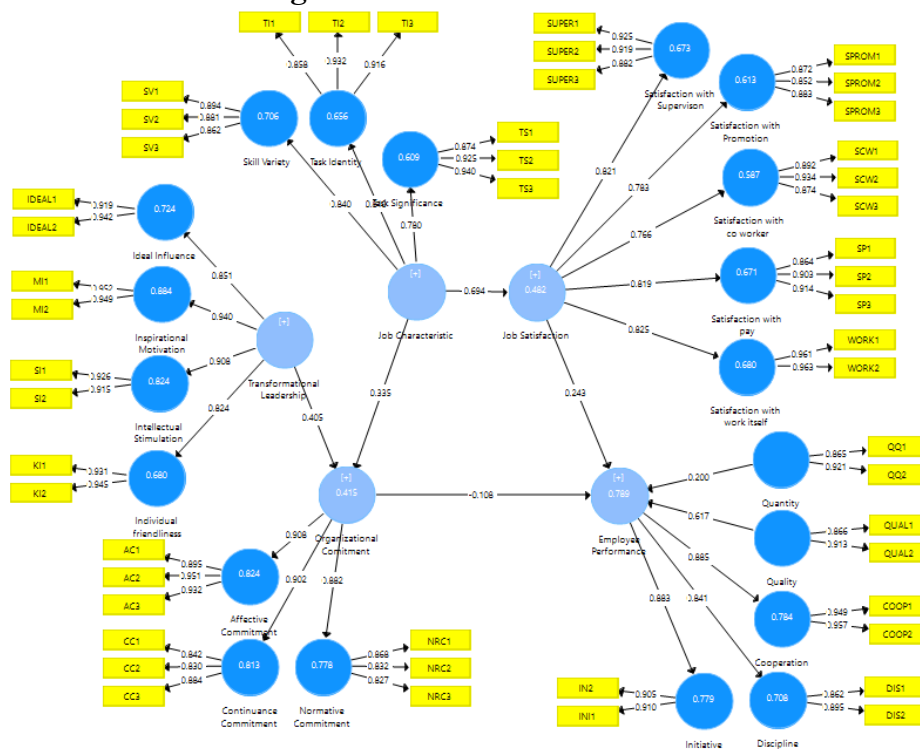
The data used in this study were collected from an online questionnaire distributed to 150 employees from State-owned enterprises and the number of employees who were willing to fill out the questionnaire was 139 employees. That is, the percentage of responses given to this study was 92.67%. The demographic profile of respondents in this study is shown in Table 1. An estimate of the two-step approach used to validate the size and test the model is shown in Figure 2. In the first stage, we assessed the measurement model by running confirmatory factor analysis, then in the second stage was testing the structural model.

**Table 1. Respondent Characteristics**

Respondent Characteristics	Total	Percentage
Age (years)		
<30	95	68.35
31-40	44	31.65
Gender		
Male	101	72.66
Female	38	27.34
Last Education		
Master	17	12.23
Bachelor	113	81.29
Diploma	3	2.16
High School/Vocational High School	6	4.32
Length of work (years)		
3	102	73.38
4-10	27	19.42
>10	10	7.19

Source: result of processing data

**Figure 2. Full Model Structural**



Source: result of processing data

### Confirmatory Factor Analysis

There are two types of constructs used in PLS-SEM, namely reflective and formative. This study uses a reflective construct because the manifest variables in the model act as indicators that are instructed by the same concept and that underlie it. The approach to analysing the second operator of CFA is to use the repeated indicators approach (Wetzels, Odekerken-Schroder, and Oppen 2009). The first order constructs are IDEAL1, IDEAL2, MI1, MI2, SI1, SI2, KI1, KI2, AC1, AC2, AC3, CC1, CC2, CC3, NRC1, NRC2, NRC3, SV1, SV2, SV3, TI1, TI2, TI3, TS1, TS2, TS3, SP1, SP2, SP3, SPROM1, SPROM2, SPROM3, SCW1, SCW2, SCW3, SUPER1, SUPER2, SUPER3, WORK1, WORK2, WORK3, QQ1, QQ2, QUAL1, QUAL2, COOP1, COOP2, DIS1, DIS2, INI1, IN2.

**Table 2. Composite Reliability, AVE, and Cronbach's Alpha**

	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>	<b>Cronbach's Alpha</b>
Organizational Commitment	0.935	0.615	0.921
Affective Commitment	0.948	0.858	0.917
Continuance Commitment	0.889	0.727	0.813
Normative Commitment	0.880	0.710	0.795
Employee Performance	0.935	0.594	0.923
Quality	0.883	0.791	0.739
Quantity	0.888	0.799	0.752
Cooperation	0.952	0.908	0.899
Initiative	0.903	0.823	0.785
Discipline	0.872	0.772	0.707
Job Satisfaction	0.937	0.503	0.928
Satisfaction with Pay	0.923	0.799	0.874
Satisfaction with Promotion	0.903	0.755	0.838
Satisfaction with Supervision	0.934	0.826	0.894
Satisfaction with Co-worker	0.928	0.811	0.883
Satisfaction with Work Itself	0.961	0.926	0.920
Job Characteristic	0.910	0.528	0.888
Skill Variety	0.911	0.773	0.853
Task Identity	0.930	0.815	0.886
Task Significance	0.938	0.834	0.900
Transformational Leadership	0.944	0.680	0.931
Ideal Influence	0.928	0.865	0.845
Individual friendliness	0.936	0.880	0.864
Inspirational Motivation	0.950	0.904	0.894
Intellectual Stimulation	0.918	0.848	0.821

Source: result of processing data

In the first step of evaluating the outer model, the loading factor calculation result for the WORK3 construct is  $0.600 < 0.70$ , which means that the WORK3 construct has not met the convergent validity, so the WORK3 construct drops from the model. Then, after all the constructs are  $> 0.70$ , the discussion can continue. The second part of the outer model is to test the reliability by looking

at the composite reliability score which tests the reliability value between the indicator blocks of the constructs that make it up. The cut-off value of reliability is 0.7. Another criterion for evaluating reliability is Cronbach's Alpha. Reliability testing used Cronbach's Alpha for all constructs with a value of > 0.6, meaning that the constructs met the reliability requirements. Based on Table 2, it can be seen that there is no value for composite reliability below the cut-off value. This shows that all variables meet reliability standards.

In addition to seeing the score of composite reliability, the validity of each construct value can be tested with average variance extracted (AVE). for constructs with required validity, the AVE value must be more than 0.50. Based on Table 2, it can be seen that no value is below the cut-off value. This shows that all variables meet reliability standards.

### Structural Model Analysis

Inner model evaluation is done using R-Square for the dependent variable and t-test and the significance of the structural path parameter coefficient or path coefficient used to test the hypothesis. Table 3 shows that the employee performance variable has an R-Square value of 0.789, which means that employee performance is influenced by the organizational commitment by 78.9%. The job satisfaction variable has an R-Square value of 0.482, which means that the job satisfaction variable is influenced by job characteristics with a percentage of 48.2%. The organizational commitment variable has an R-Square value of 0.415, which means that organizational commitment is influenced by job characteristics and transformational leadership by 41.2%.

**Table 3. R-Square Value**

<b>Endogenous Constructs</b>	<b>R-Square</b>
Employee Performance	0.789
Job Satisfaction	0.482
Organizational Commitment	0.415

Source: result of processing data

Based on Table 3, the Q2 value can be calculated with the Q2 formula=  $1 - (1-R21) (1-R22)$ , then  $Q2 = 1 - (1-0.789) \times (1-0.482) \times (1-0.415) = 0.9359$ . The results of the calculation show that the Q2 value is 0.9359, meaning that the amount of diversity in the research data that can be explained by the structural model is 93.59%, while the remaining 6.40% is explained by other factors outside the structural model. Based on these results, the structural model in this study can be said to have predictive relevance value.

### Goodness of Fit (GoF)

SmartPLS provides Goodness of Fit testing for structural models, namely Standardized Root Mean Square (SRMR) and Root Mean Squared Residual (rms Theta) values with a cut-off of 0.08 - 0.10 and <1. Based on the calculation results, the SRMR value was 0.10 and the Theta rms value was 0.172, it can be concluded that the model has a good fit.

### Hypothesis Testing

To evaluate the relationship, hypothesis testing must be carried out to measure the significance of the previously stated hypotheses. This is done with T statistics > 1.96 and P-value < 0.05, the results of the evaluation calculations on the bootstrapping t-values are shown in Table 4. Based on the t-statistic value in Table 4, it shows that only one relationship has insignificant value, namely organizational commitment to performance. Employees (t-value < 1.96). The original sample also describes a direct effect, if a positive worth implies that there is an immediate positive connection between the factors, the roundabout impact implies that there is a positive impact between the factors and the complete impact is the amassing of immediate and circuitous impacts.

**Table 4. Hypothesis Testing Results**

	Original Sample (O)	T	Statistics ( O/STDEV )
Employee Performance → Cooperation	0.885	34.022	*
Employee Performance → Discipline	0.841	28.265	*
Employee Performance → Initiative	0.883	44.037	*
Job Characteristic → Job Satisfaction	0.694	12.753	*
Job Characteristic → Organizational Commitment	0.335	3.770	*
Job Characteristic → Skill Variety	0.840	25.964	*
Job Characteristic → Task Identity	0.810	18.000	*
Job Characteristic → Task Significance	0.780	10.455	*
Job Satisfaction → Employee Performance	0.243	3.691	*
Job Satisfaction → Satisfaction with pay	0.819	18.636	*
Job Satisfaction → Satisfaction with Promotion	0.783	14.229	*
Job Satisfaction → Satisfaction with Supervision	0.821	17.139	*
Job Satisfaction → Satisfaction with co worker	0.766	20.866	*
Job Satisfaction → Satisfaction with work itself	0.825	25.187	*
Organizational Commitment → Affective Commitment	0.908	63.543	*
Organizational Commitment → Continuance Commitment	0.902	55.230	*
Organizational Commitment → Employee Performance	-0.108	1.298	
Organizational Commitment → Normative Commitment	0.882	40.964	*
Quality → Employee Performance	0.617	8.522	*
Quantity → Employee Performance	0.200	2.617	*
Transformational Leadership → Ideal Influence	0.851	28.212	*
Transformational Leadership → Individual friendliness	0.824	21.222	*
Transformational Leadership → Inspirational Motivation	0.940	76.699	*
Transformational Leadership → Intellectual Stimulation	0.908	66.292	*
Transformational Leadership → Organizational Commitment	0.405	4.395	*

\*All effects are estimated using the bootstrap resampling procedure (1000 runs), \* p < .01, \*\* p < .05.

Source: result of processing data

### Analysis of Mediation Effects

In this study, three variables are positioned as mediating variables, the results of testing the mediating variables are shown in Table 5.

**Table 5. Analysis of Mediation Effect Results**

	Original Sample (O)	T ( O/STDEV )	Statistics
Job Characteristic → Job Satisfaction → Employee Performance	0.169	3.204	*
Job Characteristic → Organizational Commitment → Employee Performance	-0.036	1.322	
Transformational Leadership → Organizational Commitment → Employee Performance	-0.044	1.185	

\*All effects are estimated using the bootstrap resampling procedure (1000 runs), \*\*\*  $p < .01$ , \*\*  $p < .05$ .

Source: result of processing data

### Discussion

This study aims to examine the role of organizational commitment as a mediating variable. The test results show that of the eight hypotheses, only one hypothesis cannot be accepted.

The first hypothesis stated that transformational leadership has a positive and significant on organizational commitment, the test results (Table 4) show that hypothesis 1 is accepted and is proven by the t-value  $4.395 > 1.96$ . Empirically, several studies show a positive and significant influence between transformational leadership on organizational commitment (Eliyana et al. 2019; Keskes et al. 2018; Malik et al. 2017; Nguni et al. 2006; Wang et al. 2014). The results of this study also show that transformational leadership has a positive and significant effect on the commitment of generation Y employees who work in State-owned enterprises.

The second hypothesis stated that organizational commitment has a positive and significant effect on employee performance, the test results (Table 4) show that hypothesis 2 is rejected and it is proven with a t-value of  $1.298 < 1.96$ . Empirically, many studies show that organizational commitment has a positive and significant effect on employee performance, but in certain conditions and groups of employees, it shows that organizational commitment has a negative effect on employee performance (Pandaleke 2016; Wibowo 2014). The results of this study indicate that organizational commitment does not affect performance. This means that for Y generation employees in State-owned enterprises stated that commitment to the organization does not affect the quality of work, dedication to work, and completion of work on time, and commitment is not oriented towards fulfilling employee performance.

The third hypothesis stated that job characteristic has a positive and significant effect on organizational commitment, the test results (Table 4) indicate that the hypothesis 3 is accepted and is proven by the t-value  $3.770 > 1.96$ . Empirically, the test results show that job characteristics have a positive and significant effect on organizational commitment (Arini and Soliha 2017; Bhuian et al. 1996; Ekayanti et al. 2019). In another study, it was also stated that job characteristics had a significant effect on job satisfaction and were able to increase organizational commitment (Anora et al. 2019). The results of this study indicate that job characteristic has a positive and significant effect on organizational commitment. This means that generation Y employees in State-owned

enterprises consider that the variety of skills, job identities, and task significance plays a positive role in their commitment to the organization.

The fourth hypothesis stated that job characteristic has a positive and significant effect on job satisfaction, the test results (Table 4) show that the hypothesis 4 is accepted and is proven by the t-value  $12,753 > 1.96$ . Empirically, job characteristics based on test results also show a positive and significant effect on job satisfaction (Ali et al. 2014; Katsikea et al. 2011; Said and Munap 2010; Spector and Jex 1991). The results of this study indicate that job characteristic has a positive and significant effect on job satisfaction, which means that generation Y employees in State-owned enterprises will feel job satisfaction when their jobs require varied skills, clear job identities, and the tasks they perform have significant benefits.

The fifth hypothesis stated that Job satisfaction has a positive and significant effect on employee performance, the test results (Table 4) show that hypothesis 5 is accepted and is proven by the t-value  $3.691 > 1.96$ . Empirically, the test results show that job satisfaction has a positive and significant effect on employee performance (Eliyana et al. 2019; Platis et al. 2015; Renyut et al. 2017; Rinny et al. 2020; Siengthai and Pila-Ngarm 2016). The results of this study indicate that job satisfaction felt by generation Y in State-owned enterprises has a positive effect on their performance.

The sixth hypothesis stated that organizational commitment acts as a mediation that connects job characteristic with employee performance, the test results (Table 5) show that hypothesis 6 is rejected and is proven by t-value  $1.332 < 1.96$ . Empirically, (Purwanto and Soliha 2017) shows that job characteristics have a positive effect on employee performance. Furthermore, employee performance is also influenced by organizational commitment (de Araújo and Lopes 2015; Coco 2011; Gangai and Agrawal 2015; Hettiararchchi and Jayarathna 2014; Kawiana et al. 2018; Napitupulu 2019; Nurtjahjono et al. 2020; Renyut et al. 2017; Respatiningsih and Sudirjo 2015; Suwarni 2008; Tobing 2009; Wahyudi and Sudibya 2016; Yahyazadeh 2012). However, certain conditions and groups of employees indicate that organizational commitment has a negative effect on employee performance (Pandaleke 2016; Wibowo 2014). Furthermore, organizational commitment has a positive and significant effect on employee performance (Muis et al. 2018). Furthermore, Jaramillo et al., (2005) in their study stated that there is a very strong relationship between organizational commitment and employee performance. The results of this study indicate that organizational commitment is not proven to be able to mediate the relationship between job characteristics and employee performance. This means that generation Y employees in State-owned enterprises believe that they do not have to commit to the organization to achieve good performance when they feel that their job characteristics are as expected.

The seventh hypothesis stated that organizational commitment acts as a mediation that connects transformational leadership with employee performance, the test results (Table 5) show that hypothesis 7 is rejected and is proven by t-value  $1.185 < 1.96$ . Empirically, transformational leadership also has a positive and significant effect on organizational commitment (Eliyana et al. 2019; Keskes et al. 2018; Malik et al. 2017; Nguni et al. 2006; Wang et al. 2014). Furthermore, organizational commitment has a positive and significant effect on employee performance (Muis et al. 2018). Furthermore, (Jaramillo et al. 2005) in their study stated that there is a very strong relationship between organizational commitment and employee performance. The results of this study indicate that organizational commitment is not proven to be able to mediate the relationship

between transformational leadership and employee performance. This means that generation Y employees in State-owned enterprises believe that when they are not committed to the organization, it is not unrelated to how they respond to transformational leadership that affects their performance.

The eighth hypothesis stated that job satisfaction acts as a mediation that connects job characteristics with employee performance, the test results (Table 5) indicate that hypothesis 8 is accepted and is proven by the t-value  $3.204 > 1.96$ . Empirically, the test results from several studies show a positive and significant effect of job characteristics on job satisfaction (Ali et al. 2014; Katsikea et al. 2011; Said and Munap 2010; Spector and Jex 1991). Then, job satisfaction has a positive and significant effect on employee performance (Davar and RanjuBala 2012; Eliyana et al. 2019; Platis et al. 2015; Renyut et al. 2017; Rinny et al. 2020; Siengthai and Pila-Ngarm 2016). Then, job satisfaction has a positive and significant effect on employee performance (Davar and RanjuBala 2012; Eliyana et al. 2019; Platis et al. 2015; Renyut et al. 2017; Rinny et al. 2020; Siengthai and Pila-Ngarm 2016). Furthermore, job satisfaction plays a role in mediating the relationship between job characteristics and organizational commitment (Ali et al. 2014; Arini and Soliha 2017). The results of this study indicate that job satisfaction is proven to mediate the relationship between job characteristics and employee performance. This means that generation Y employees in State-owned enterprises think that job satisfaction is needed to achieve performance that is influenced by the characteristics of their work.

## CONCLUSION

In several previous studies, it was shown that the variable organizational commitment in several studies was stated to be able to have an impact on the performance generated by its human resources. However, this study shows that generation Y employees in State-owned enterprises stated that organizational commitment does not affect their performance. There are also different variations, in this study shows that organizational commitment cannot act as a mediate variable of job characteristics and transformational leadership on employee performance. Finally, this study aims to contribute to the organizational context and a more general discussion of the topic of organizational commitment theoretically and empirically.

This research is a cross-sectional study, in other words, this research only describes the phenomenon at that time with that context and that is the limitation of this study. We recommended for future research, expanding the study to the generation Y in other companies with a different context or including another variable, for example, communication style, digitalization-based job, millennials leadership, etc.

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