

“Organizational culture and commitment among Generation Z: The mediating role of employee engagement”

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ORGANIZATIONAL CULTURE AND COMMITMENT AMONG GENERATION Z: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

Abstract

As the global workforce undergoes significant demographic change, organizations in Indonesia face increasing challenges in maintaining organizational commitment among Generation Z employees during shifting work values and high labor mobility. This study examines the effect of organizational culture on organizational commitment and investigates the mediating role of employee engagement. Based on job demands–resources theory and social exchange theory, a quantitative cross-sectional survey was conducted. Data were collected in 2025 through purposive sampling from 271 Generation Z employees working in organizations located in Jakarta, Indonesia. Data were analyzed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS using a two-stage approach for higher-order constructs. The findings show that organizational culture is strongly positively associated with employee engagement ($\beta = 0.793$; $t = 34.590$; $p < 0.001$), explaining 62.9% of the variance in engagement ($R^2 = 0.629$). Employee engagement significantly affects organizational commitment ($\beta = 0.524$; $t = 4.847$; $p < 0.001$) and demonstrates a significant indirect mediating role in the relationship between organizational culture and organizational commitment ($\beta = 0.416$; $t = 4.685$; $p < 0.001$). However, the direct association between organizational culture and organizational commitment is not statistically significant ($\beta = 0.168$; $p = 0.092$). These results suggest that organizational commitment is shaped mainly by engagement experiences rather than by organizational culture alone, highlighting engagement as an important instrument for sustaining workplace bonds.

Keywords

organizational culture, employee engagement,
organizational commitment, Generation Z, job
demands–resources theory, social exchange theory

JEL Classification

M14, J28, M12, J24

INTRODUCTION

A significant demographic change is being experienced in the world today, in which a younger generation of workers referred to as Generation Z (Gen Z) is starting to shape the organizational environment of most countries, including Indonesia. The change is characterized by the prospects of workplace innovation and labor force renewal. It is also a challenge for organizations to engage employees and create long-term commitment among young workers.

The global evidence indicates that the levels of employee engagement have been very low in recent times. According to Gallup State of the Global Workplace 2025, workers in the whole world are either engaged or not engaged, with 21 percent and 62 percent, respectively, and 17 percent of employees are actively disengaged. Engagement is also low among younger employees, with only 22 percent of employees under 35 reporting engagement. Sixty-five percent of workers in Indonesia consider it a good time to find a new job, and half are observing or searching for other opportunities, suggesting younger workers face a high turnover risk (Gallup, 2025).

Another way to experience this instability is through employment patterns across employee generations in the current workplace. Randstad surveys employees worldwide and reports that Gen Z staff members stay in the workplace no longer than 1.1 years within their first five years of work. This is less disloyalty than high mobility, driven by perceived limitations and a desire to move up the career ladder (Randstad, 2025). The Deloitte Global Gen Z and Millennial Survey also indicates that expectations for mentoring, growth opportunities, and purpose are high. Most of the factors that facilitate organizational connection are not realized (Deloitte, 2025).

Organizational commitment mainly relies on organizational culture and employee involvement. Culture is an indicator of collective values and practices that determine how employees work in their jobs, and employee engagement is how they are cognitively and emotionally invested in their jobs. There are, however, scarce empirical studies on commitment among younger workers, especially in developing economies. Consequently, it remains unclear whether organizational culture directly enhances organizational commitment or operates primarily through employee engagement.

1. LITERATURE REVIEW AND HYPOTHESES

This study is grounded in the job demands–resources (JD-R) theory and social exchange theory (SET). These theories provide complementary insights into how organizational settings impact motivation and employee attitudes. The JD-R theory examines how employee motivation and well-being are determined by the balance between job demands and resources. Key job resources (e.g., physical, social, and organizational conditions) foster engagement and mitigate the adverse effects of demands by supporting employees in achieving their objectives and reducing stress (Solms et al., 2023). In this context, employee engagement is a motivational state that emerges when employees perceive sufficient organizational support and meaningful work. Organizational culture is a valuable asset at the organizational level (e.g., a supportive, collaborative, trusting, and value-sharing culture fosters psychological safety and meaning) and can enhance work engagement. Organizational support has been shown to lower turnover intentions. It can also increase engagement by mitigating the negative impact of job demands (Li et al., 2022). Overall, the JD-R theory extends insight into organizational culture as an influential determinant of workplace engagement.

Organizational culture has a fundamental role in engaging Gen Z employees in the workplace. This younger cohort values factors (such as career growth, lifelong learning, flexibility, and interactive development opportunities) more than tradi-

tional monetary rewards (Luwei & Huimin, 2024; Tarigan et al., 2022). This generation tends to support organizations that share similar values and can demonstrate authenticity and transparency (Tarigan et al., 2022; Trang et al., 2024). So, not only is the structural environment influenced by the organizational culture, but also the way employees of Gen Z perceive their work experiences. Thus, culture is a contextual frame, but also a marker, a sign of organizational purpose, signaling commitment to long-term employee development.

Inspired by JD-R theory, social exchange theory (SET) views workplace relations as based on reciprocity and fairness. According to SET, people invest time, energy, and cognitive effort in relationships, anticipating tangible and intangible returns (Kumar & Shailaja, 2024). This reciprocity is typically in the form of organizational commitment and participation of employees. The presence of a good organizational culture may be regarded as a type of investment that assists in developing trust, teamwork, and identity, which in turn can make the employees more engaged and committed (Chen & Sriphon, 2022). This idea is particularly accurate for Gen Z, where the sense of commitment is more conditional and experience-driven as opposed to long-lasting commitment or status. Thus, SET helps recognize that engagement is a form of reciprocity that ultimately increases commitment within an organization.

In the classical view, organizational culture is a set of values, beliefs, and assumptions that guide coordinated activities within the organization

(Schein, 1991). It influences employee perception of management practices, social relations, and organizational expectations. Engagement and attachment are essential aspects of Generation Z that rely on cultural authenticity and conformity to personal values (Tarigan et al., 2022; Trang et al., 2024). The engagement of employees is normally a positive work attitude defined by energy, commitment, and immersion (Schaufeli et al., 2002). The JD-R theory holds that engagement is encountered when job resources are in excess of job demands and help to form meaningfulness, autonomy, and competence perceptions. Organizational culture is significant as it shapes work experiences and adds value to organizational support and growth opportunities that employees take into consideration in their daily lives.

Psychological attachment of an employee to the organization is expressed through organizational commitment, which is made up of affective, continuance, and normative components (Allen & Meyer, 1990). According to SET, commitment develops through ongoing mutual interactions, where employees respond to perceived organizational support with loyalty and attachment. Person–organization fit is particularly important for Gen Z, as alignment between personal and organizational values enhances engagement and commitment (Goff et al., 2022; Subramanian et al., 2023). While cultural alignment creates a supportive environment for commitment, certain experiential mechanisms must be activated to turn this alignment into lasting attachment.

Empirical research consistently shows positive links between organizational culture and employee engagement. Engagement and job satisfaction are closely tied to organizational climate and culture (Sanamthong & Prabyai, 2023; Slåtten et al., 2022). Gen Z employees appear especially susceptible to non-financial factors that foster self-efficacy and personal development, suggesting that culture-based developmental support could boost engagement (Tarigan et al., 2022). Similarly, employee engagement serves as a sign of organizational commitment, reinforcing identification with and alignment to organizational goals (Tan & Chin, 2023; Uru et al., 2022). Psychological resources such as optimism, resilience, and self-efficacy also contribute to higher engagement and increased

commitment (Giancaspro et al., 2022). Overall, these findings highlight that engagement is a vital attitudinal process that helps convert organizational conditions into long-term commitment.

While prior studies have shown that organizational culture may directly affect organizational commitment (Aranibar et al., 2022; Meredith et al., 2023; Mutonyi et al., 2022), the JD-R theory proposes that culture is likely to affect organizational commitment indirectly, through motivational states. Engagement (a psychological process) is the mechanism by which organizational resources are absorbed and transformed into commitment. According to SET, organizational investment is associated with culture within an organization, employee reciprocation signifies engagement, and commitment builds gradually through continuous exchange processes (Sanamthong & Prabyai, 2023). Nonetheless, there are few empirical studies investigating this mediation mechanism in particular among Gen Z employees, and especially in developing economies where labor mobility is high. Considering the unique characteristics of Gen Z and the dynamic labor market in Indonesia, further study is required to explore the relationship between organizational culture and commitment through engagement. This research gap is the basis of the current research and the proposed mediation model.

This paper explores the connections between organizational culture, employee engagement, and commitment of Gen Z employees in Jakarta, Indonesia with an emphasis on the mediation of employee engagement between the variables. A thorough explanation of the interrelationship between the variables is shown in Figure 1. The hypotheses proposed are as follows:

H₁: Organizational culture positively influences employee engagement among Generation Z employees.

H₂: Employee engagement positively influences organizational commitment among Generation Z employees.

H₃: Organizational culture positively influences organizational commitment among Generation Z employees.

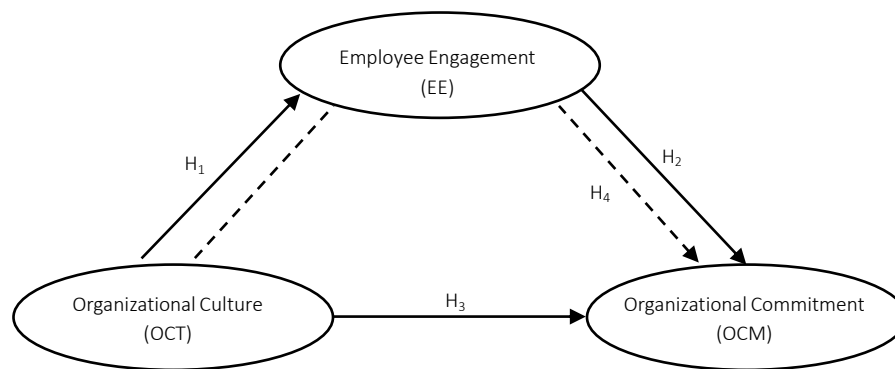


Figure 1. Conceptual model

H₄: Employee engagement mediates the relationship between organizational culture and organizational commitment among Generation Z employees.

2. METHODS

This study used a quantitative, cross-sectional survey design to examine the relationships among organizational culture, employee engagement, and organizational commitment among Gen Z employees in Jakarta, Indonesia. The quantitative approach is suitable because the study aims to test theoretically derived hypotheses and examine statistical relationships among latent constructs through structural modeling.

The analysis in this study is carried out using partial least squares structural equation modeling (PLS-SEM) with SmartPLS software.

The respondents in this study were Generation Z employees in formal organizations in Jakarta, Indonesia, born between 1997 and 2012. The respondents were selected using a purposive sampling method based on three criteria: respondents who are part of Generation Z, currently working in an organization in Jakarta, and having at least 6 months of work experience.

The questionnaire was distributed using Google Forms through WhatsApp and professional and personal networks. All the participants were anonymous and volunteered. Because recipients were allowed to voluntarily forward the questionnaire to other eligible participants, the total number of individuals who received the survey

invitation could not be determined. Consequently, a conventional response rate could not be calculated. Google Forms was configured to limit one response per account, and all returned questionnaires were screened for eligibility and completeness before analysis.

As a result, 274 responses were received. After screening, three responses were excluded because the respondents did not meet the inclusion criteria. Consequently, 271 valid responses were retained for the final analysis. The respondents' demographic attributes are shown in Table 1.

The unit of analysis was the individual employee because the proposed relationships concerned employees' perceptions of organizational culture, employee engagement, and organizational commitment. Accordingly, organizational culture was operationalized as perceived organizational culture at the individual level rather than as an objective organization-level characteristic. Organizational identifiers and contextual characteristics, including company name, industry sector, ownership type, organization size, organizational category, work arrangement, and organizational affiliation, were not collected in the original survey design. Company identifiers were omitted to preserve respondent anonymity, while the remaining organizational characteristics were outside the demographic information collected in the questionnaire. These limitations constrain the interpretation and generalizability of the findings.

The information was gathered through a structured online questionnaire, with anonymity and participant consent. The validity of all the measurement scales was ensured by adapting items

Table 1. Demographics of respondents

Demographic	Criteria	Total	Percentage
Age	18–23 years old	172	63.47%
	24–28 years old	99	36.53%
Gender	Male	97	35.79%
	Female	174	64.21%
Education	High School	118	43.54%
	Diploma	27	9.96%
	Bachelor	124	45.76%
	Master	2	0.74%
Tenure	< 1 year	106	39.11%
	1–3 years	138	50.92%
	4–6 years	27	9.96%
Job level	Staff/Officer	239	88.19%
	Supervisor	12	4.43%
	Manager	19	7.01%
	Senior Manager	1	0.37%
Office location	West Jakarta	49	18.08%
	Central Jakarta	60	22.14%
	South Jakarta	89	32.84%
	East Jakarta	38	14.02%
	North Jakarta	35	12.92%
Employment status	Fulltime Employees	248	91.51%
	Fulltime Interns	23	8.49%

from previously validated scales. Responses were on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The data can be accessed through the Zenodo repository (Harlianto & Imansari, 2025).

Organizational culture (OCT) was measured using items adapted from the organizational culture scale developed by MacIntosh and Doherty (2010). The original instrument conceptualizes organizational culture as a multidimensional construct represented by several cultural dimensions. In this study, four dimensions (e.g., supportiveness, atmosphere, connectedness, and formalization) were selected because they represent interpersonal and structural characteristics consistent with the proposed research model. Rather than examining the separate effects of each dimension, this study focuses on organizational culture as an overarching construct. Therefore, organizational culture was operationalized as a reflective hierarchical component model using the two-stage approach recommended by Hair et al. (2022). The latent variable scores of the lower-order dimensions were subsequently used as indicators of the higher-order construct.

Employee engagement and organizational commitment were also specified as reflective hier-

archical component models. Employee engagement (EE) was assessed through the measures by Schaufeli et al. (2002), which included vigor, dedication, and absorption. Organizational commitment (OCM) was defined as a construct and was measured based on Allen and Meyer (1990), where three dimensions (affective commitment, continuance commitment, and normative commitment) were used. In each case, the lower-order dimensions were treated as manifestations of an overarching theoretical construct, and the study focused on relationships among the higher-order constructs rather than on dimension-specific structural relationships.

Data analysis was conducted in SmartPLS using a two-step procedure. The first step was to evaluate the measurement model (outer model) in two stages because of higher-order constructs. In the first stage, the first-order constructs were assessed for convergent validity, discriminant validity, and reliability. Convergent validity was evaluated using factor loadings and average variance extracted (AVE). Discriminant validity was assessed using the cross-loading criterion. Reliability was examined using Cronbach's alpha and composite reliability. In the second stage, the second-order constructs were evaluated using a two-stage ap-

proach, in which latent variable scores from the first stage served as indicators of the higher-order constructs. Convergent validity, discriminant validity, and reliability were reassessed at this level to ensure measurement robustness.

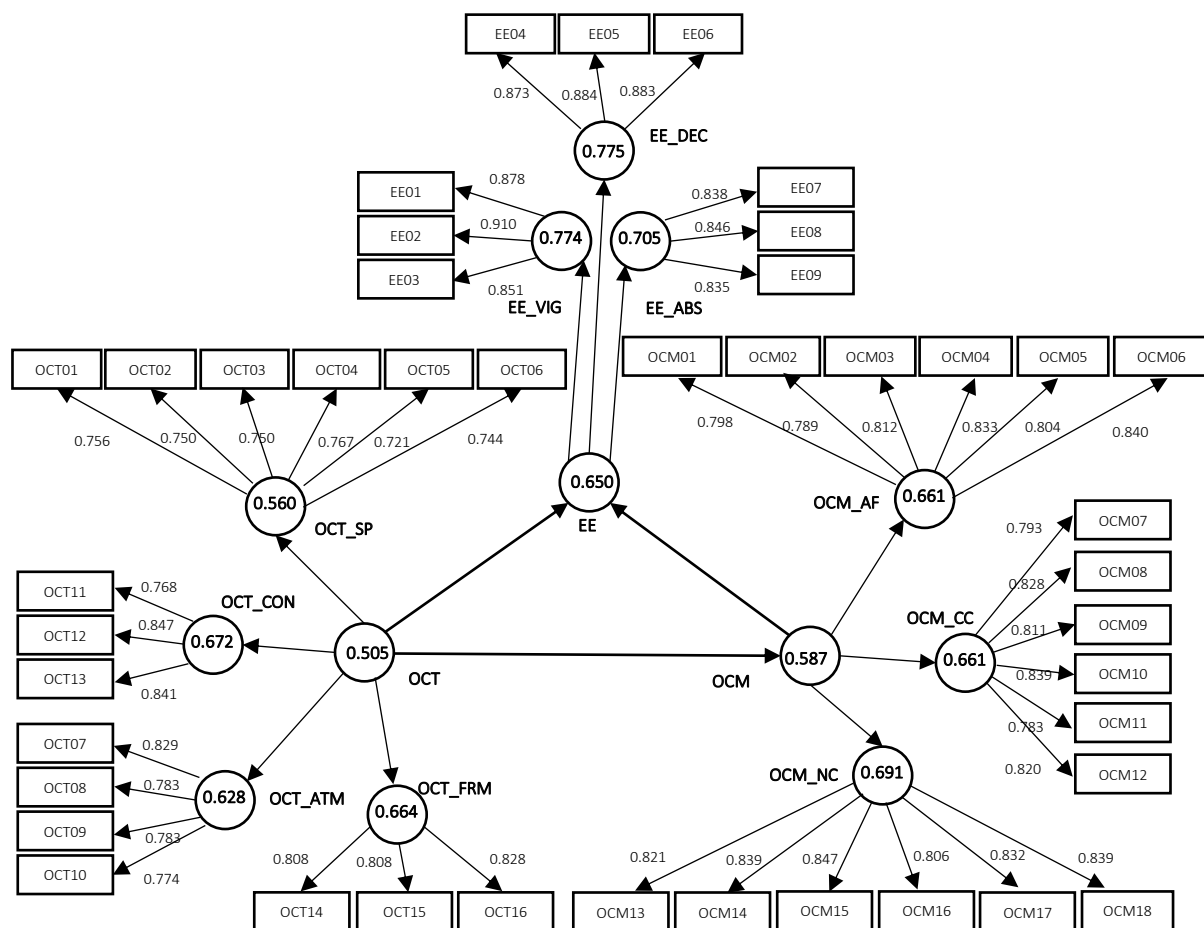
The second step was to evaluate the structural model (the inner model) to test the proposed hypotheses and examine the relationships among constructs. The model's explanatory power was evaluated using the coefficient of determination (R^2). The effect size (f^2) was used to measure how each exogenous construct impacts each endogenous construct. To assess the model's predictive power, the blindfolding technique was employed, resulting in a measure of predictive relevance (Q^2). Hypothesis testing was carried out through boot-

strapping, with path coefficients, t -statistics, and p -values calculated to evaluate the significance of both direct and indirect effects. Significance of path coefficients was determined by a t -value greater than 1.96 and a p -value less than 0.05.

3. RESULTS

3.1. Measurement model assessment

The measurement model was validated using convergent and discriminant validity tests, along with reliability assessments, following the approach outlined by Hair et al. (2022). The constructs of organizational culture, employee engagement, and organizational commitment were modeled as second-order constructs, utilizing a two-stage



Note: OCT is Organizational Culture; OCT_SP is Organizational Culture – Supportiveness; OCT_ATM is Organizational Culture – Atmosphere; OCT_CON is Organizational Culture- Connectedness; OCT_FRM is Organizational Culture – Formalization; EE is Employee Engagement; EE_VIG is Employee Engagement – Vigor; EE_DEC is Employee Engagement – Dedication; EE_ABS: Employee Engagement- Absorption; OCM is Organizational Commitment; OCM_AF is Organizational Commitment – Affective Commitment; OCM_CC is Organizational Commitment – Continuance Commitment; OCM_NC is Organizational Commitment – Normative Commitment.

Figure 2. First-order measurement model results

model. In the first stage, the measurement properties of all first-order dimensions were examined. The latent variable scores obtained from this initial stage were subsequently used as indicators of the higher-order constructs in the second stage.

3.1.1. First-order measurement model

The first-order measurement model is shown in Figure 2, which displays the factor loadings and AVE scores for each of the dimensions.

The convergent validity was tested by using the average variance extracted (AVE) and factor loadings. The values for the indicator should be above 0.70 and AVE should be more than 0.50 (Hamid & Anwar, 2019; Haryono, 2016; Setiabudhi et al., 2025; Sihombing et al., 2024). The results in Table 2 indicate that all indicators had loadings exceeding the recommended threshold, with values be-

tween 0.721 and 0.910. Similarly, all dimensions had AVE scores of more than 0.50, showing that the convergent validity is satisfactory.

The findings show that the indicators have a good level of convergent validity, which is in line with the criteria set for the latent construct of each indicator in accordance with Hamid and Anwar (2019), Haryono (2016), Setiabudhi et al. (2025), and Sihombing et al. (2024).

Cross-loading analysis was performed to determine if there was discriminant validity. The results show that each indicator loaded more strongly on its intended construct than on alternative constructs (Haryono, 2016; Setiabudhi et al., 2025; Sihombing et al., 2024). However, because the HTMT assessment provides a more stringent evaluation of discriminant validity, the HTMT results were also examined and are reported in Table 3.

Table 2. Convergent validity assessment of first-order constructs

Construct	Dimension	Loading Range	AVE
Organizational Culture	Supportiveness (OCT_SP)	0.721–0.767	0.56
Organizational Culture	Atmosphere (OCT_ATM)	0.774–0.829	0.628
Organizational Culture	Connectedness (OCT_CON)	0.768–0.847	0.672
Organizational Culture	Formalization (OCT_FRM)	0.808–0.828	0.664
Employee Engagement	Vigor (EE_VIG)	0.851–0.910	0.774
Employee Engagement	Dedication (EE_DEC)	0.873–0.884	0.775
Employee Engagement	Absorption (EE_ABS)	0.835–0.846	0.705
Organizational Commitment	Affective Commitment (OCM_AF)	0.789–0.840	0.661
Organizational Commitment	Continuance Commitment (OCM_CC)	0.783–0.839	0.661
Organizational Commitment	Normative Commitment (OCM_NC)	0.806–0.847	0.691

Table 3. Discriminant validity assessment of first-order constructs using the heterotrait–monotrait ratio (HTMT)

Variable	EE_ABS	EE_DEC	EE_VIG	OCM_AF	OCM_CC	OCM_NC	OCT_ATM	OCT_CON	OCT_FRM	OCT_SP
EE_ABS										
EE_DEC	0.962									
EE_VIG	0.953	0.954								
OCM_AF	0.757	0.611	0.694							
OCM_CC	0.705	0.619	0.668	0.880						
OCM_NC	0.669	0.543	0.665	0.905	0.913					
OCT_ATM	0.768	0.828	0.816	0.480	0.510	0.483				
OCT_CON	0.872	0.849	0.882	0.705	0.655	0.634	0.927			
OCT_FRM	0.763	0.810	0.792	0.583	0.570	0.562	0.918	0.948		
OCT_SP	0.807	0.823	0.807	0.581	0.617	0.583	0.993	0.933	0.960	

Note: EE is Employee Engagement; EE_VIG is Employee Engagement – Vigor; EE_DEC is Employee Engagement – Dedication; EE_ABS: Employee Engagement- Absorption; OCM is Organizational Commitment; OCM_AF is Organizational Commitment – Affective Commitment; OCM_CC is Organizational Commitment – Continuance Commitment; OCM_NC is Organizational Commitment – Normative Commitment; OCT is Organizational Culture; OCT_SP is Organizational Culture – Supportiveness; OCT_ATM is Organizational Culture – Atmosphere; OCT_CON is Organizational Culture- Connectedness; OCT_FRM is Organizational Culture – Formalization.

Table 3 shows that several heterotrait–monotrait ratio (HTMT) values exceeded the recommended threshold of 0.90, indicating that discriminant validity among some lower-order dimensions was not fully established. In particular, high HTMT values were observed among several dimensions of organizational culture, employee engagement, and organizational commitment, suggesting considerable conceptual overlap.

This finding is acknowledged as a limitation of the lower-order measurement model rather than being disregarded. Because the lower-order dimensions were specified as reflective components of their respective higher-order constructs, they were not intended to function as independent theoretical constructs within the structural model. Hence, latent variable scores from the first stage were used to estimate the higher-order constructs using the two-stage hierarchical component model procedure (Hair et al., 2022). However, the substantial overlap among several lower-order dimensions should be considered when interpreting the measurement model.

Reliability was calculated using Cronbach's alpha and composite reliability. All values exceeded the

recommended threshold of 0.70, indicating satisfactory internal consistency. Table 4 presents the reliability assessment of first-order constructs. These results confirm that all first-order dimensions demonstrate adequate reliability and internal consistency (Hamid & Anwar, 2019; Haryono, 2016; Setiabudhi et al., 2025; Sihombing et al., 2024).

Based on Table 5, all indicators for each dimension have variance inflation factor (VIF) values below 5. Therefore, indicators do not exhibit excessively high intercorrelations, indicating that no multicollinearity issues are present (Hair et al., 2022).

3.1.2. Second-order measurement model assessment

Following the assessment of the first-order measurement model, latent variable scores were used to estimate the higher-order constructs using the two-stage approach.

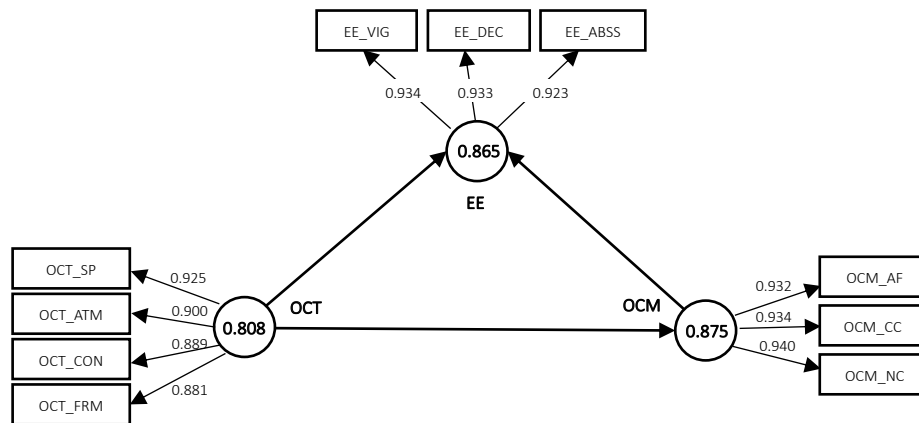
Figure 3 illustrates that all second-order dimensions showed strong loadings on their respective higher-order constructs.

Table 4. Reliability assessment of first-order constructs

Dimension	Cronbach's Alpha	Composite Reliability
Supportiveness (OCT_SP)	0.843	0.884
Atmosphere (OCT_ATM)	0.802	0.871
Connectedness (OCT_CON)	0.754	0.86
Formalization (OCT_FRM)	0.746	0.855
Vigor (EE_VIG)	0.854	0.911
Dedication (EE_DEC)	0.855	0.912
Absorption (EE_ABS)	0.79	0.877
Affective Commitment (OCM_AF)	0.897	0.921
Continuance Commitment (OCM_CC)	0.897	0.921
Normative Commitment (OCM_NC)	0.91	0.93

Table 5. Variance inflation factor assessment of first-order constructs

Construct	Dimension	VIF
Organizational Culture	Supportiveness (OCT_SP)	1.572–1.745
Organizational Culture	Atmosphere (OCT_ATM)	1.554–1.870
Organizational Culture	Connectedness (OCT_CON)	1.328–1.747
Organizational Culture	Formalization (OCT_FRM)	1.455–1.558
Employee Engagement	Vigor (EE_VIG)	1.909–2.576
Employee Engagement	Dedication (EE_DEC)	2.032–2.172
Employee Engagement	Absorption (EE_ABS)	1.609–1.751
Organizational Commitment	Affective Commitment (OCM_AF)	1.930–2.580
Organizational Commitment	Continuance Commitment (OCM_CC)	2.069–2.479
Organizational Commitment	Normative Commitment (OCM_NC)	2.150–2.634



Note: EE is Employee Engagement; EE_VIG is Employee Engagement – Vigor; EE_DEC is Employee Engagement – Dedication; EE_ABS: Employee Engagement- Absorption; OCM is Organizational Commitment; OCM_AF is Organizational Commitment – Affective Commitment; OCM_CC is Organizational Commitment – Continuance Commitment; OCT is Organizational Culture; OCT_SP is Organizational Culture – Supportiveness; OCT_ATM is Organizational Culture – Atmosphere; OCT_CON is Organizational Culture- Connectedness; OCT_FRM is Organizational Culture – Formalization.

Figure 3. Second-order measurement model results

Table 6. Convergent validity and reliability of second-order constructs

Variable	Loading Range	AVE	Cronbach's Alpha	Composite Reliability
Organizational Culture (OCT)	0.881–0.925	0.808	0.921	0.944
Employee Engagement (EE)	0.923–0.934	0.865	0.922	0.95
Organizational Commitment (OCM)	0.932–0.940	0.875	0.929	0.955

Table 6 shows that all second-order dimensions display loading values between 0.881 and 0.940, significantly above the recommended threshold of 0.70. AVE values range from 0.808 to 0.875, confirming satisfactory convergent validity.

The reliability assessment also shows strong internal consistency. Cronbach's Alpha values range from 0.921 to 0.929, and composite reliability values range from 0.944 to 0.955. Hence, the higher-order constructs satisfy the recommended criteria for both validity and reliability (Hamid & Anwar, 2019; Haryono, 2016; Setiabudhi et al., 2025; Sihombing et al., 2024).

The overall results indicate that the higher-order constructs met the recommended criteria for convergent validity, discriminant validity, and reliability.

Nevertheless, the discriminant validity limitations identified among several lower-order dimensions should be considered when interpreting the results.

Based on Table 7, all heterotrait–monotrait ratio (HTMT) values among the second-order constructs are below the recommended threshold of 0.90. This indicates that each construct is empirically distinct and measures only its intended latent variable rather than overlapping with other constructs. Therefore, the discriminant validity criterion is satisfied, confirming that the second-order constructs demonstrate adequate discriminant validity (Hair et al., 2022).

Although discriminant validity among several lower-order dimensions was not fully established, all higher-order constructs satisfied the HTMT

Table 7. Discriminant validity assessment of second-order constructs using the heterotrait–monotrait ratio (HTMT)

Variable	EE	OCM	OCT
Employee Engagement (EE)			
Organizational Commitment (OCM)	0.708		
Organizational Culture (OCT)	0.860	0.627	

criterion (< 0.90). This indicates that organizational culture, employee engagement, and organizational commitment remain empirically distinct at the conceptual-construct level.

Table 8. Variance inflation factor (VIF) assessment of second-order constructs

Variable	Loading range
Organizational Culture (OCT)	2.667–4.000
Employee Engagement (EE)	3.163–3.645
Organizational Commitment (OCM)	3.471–4.093

Based on Table 8, all dimensions of the second-order constructs have variance inflation factor (VIF) values below the recommended threshold of 5. This indicates that the dimensions do not exhibit excessively high intercorrelations and that no multicollinearity issues are present. Therefore, the second-order measurement model is free from multicollinearity concerns (Hair et al., 2022).

3.2. Structural model assessment

After confirming the measurement model, the next step is to assess the structural model. The structural model was assessed using the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), Variance Inflation Factor (VIF), model fit, PLS Predict, and hypothesis testing as outlined by Hair et al. (2022).

3.2.1. Coefficient of determination (R^2)

The coefficient of determination (R^2) indicates the amount of variance accounted for by the predictor constructs. As shown in Table 9, the R^2 value of employee engagement is 0.629, indicating that organizational culture (OCT) explains 62.9% of the variance in employee engagement, and the remaining 37.1% is due to other variables not measured in the model. The R^2 value is 0.629, greater than 0.33 but less than 0.67, which means that the model has a moderate level of explanatory power (Haryono, 2016). The R^2 value for organizational commitment is 0.442, indicating that organizational culture and employee engagement jointly explain 44.2% of the variance in organizational commitment, with the remaining 55.8% explained by factors outside the model. An R^2 value of 0.442 also falls within the moderate category (Haryono, 2016).

Table 9. Coefficient of determination

Variable	R^2	Adjusted R^2
Employee Engagement (EE)	0.629	0.628
Organizational Commitment (OCM)	0.442	0.438

3.3. Effect size (f^2)

Effect size analysis was performed to evaluate the relative contribution of each exogenous construct. Based on Table 10, the f^2 value for the path from organizational culture to employee engagement is 1.698, which exceeds 0.35, indicating a large effect size. The f^2 value for the path from employee engagement to organizational commitment is 0.182, which falls within 0.15–0.35, indicating a medium effect size. The f^2 value for the path from organizational culture to organizational commitment is 0.019, which is below 0.02, indicating a negligible effect size (Haryono, 2016). These results suggest that organizational culture has a substantial effect on employee engagement but contributes minimally to organizational commitment when employee engagement is included in the structural model.

Table 10. Effect size (f^2)

Structural Path	f^2
Organizational Culture (OCT) → Employee Engagement (EE)	1.698
Employee Engagement (EE) → Organizational Commitment (OCM)	0.182
Organizational Culture (OCT) → Organizational Commitment (OCM)	0.019

3.3.1. Predictive relevance (Q^2)

Predictive relevance was evaluated using the blindfolding procedure.

Table 11. Predictive relevance (Q^2)

Variable	SSO	SSE	$Q^2 (= 1 - SSE/SSO)$
Employee Engagement (EE)	813	373.054	0.541
Organizational Commitment (OCM)	813	506.469	0.377

As presented in Table 11, employee engagement exhibits a Q^2 value of 0.541, while organizational commitment demonstrates a Q^2 value of 0.377. Since both values exceed zero, the model possesses satisfactory predictive relevance. Moreover, both Q^2 values exceed the thresh-

old of 0.35, indicating high predictive relevance for the endogenous constructs (Haryono, 2016; Sihombing et al., 2024).

3.3.2. Variance inflation factor (VIF)

From Table 12, all VIF values for the structural paths are below the suggested threshold of 5. This means that independent constructs are not correlated with each other. Thus, the multicollinearity assumption of the structural model is fulfilled (Hair et al., 2022).

Table 12. Variance inflation factor (VIF) assessment

Structural paths	VIF
EE → OCM	2.698
OCT → EE	1.000
OCT → OCM	2.698

3.3.3. Model fit

Based on Table 13, the standardized root mean square residual (SRMR) value is 0.046, which is less than the recommended value of 0.08. This means that the differences between the empirical covariance matrix and the model-implied covariance matrix are small. It means that the proposed model shows good model fit; thus, the empirical data adequately fit the specified structural model (Hair et al., 2022).

Table 13. Model fit assessment

Model fit	Estimated model
SRMR	0.046

3.4. Hypotheses testing

The significance of the proposed relationships was assessed using the bootstrapping procedure. Following Hamid and Anwar (2019) and Haryono (2016), a path is considered significant when the *t*-value exceeds 1.96 and the *p*-value is below 0.05.

Based on Table 14 and Figure 4, the results indicate that organizational culture was positively and significantly associated with employee engagement, with a path coefficient (β) of 0.793, a *t*-value of 34.590, and $p < 0.001$. In addition, the bootstrapping results show that the 95% confidence interval ranges from 0.754 to 0.829. Since the confidence interval does not include zero (0), the effect of organizational culture on employee engagement is considered significant. Therefore, Hypothesis H_1 was supported.

The results further indicate that employee engagement was positively and significantly associated with organizational commitment, with a path coefficient (β) of 0.524, a *t*-value of 4.847, and $p < 0.001$. The 95% confidence interval ranges from 0.345 to 0.700, indicating that the entire confidence interval lies above zero (0). Thus, the effect of employee engagement on organizational commitment is sta-

Table 14. Hypothesis testing results

Hypothesis	Structural Path	β	t-value	p-value	Confidence Intervals		Decision
					5.0%	95.0%	
H_1	OCT → EE	0.793	34.590	< 0.001	0.754	0.829	Supported
H_2	EE → OCM	0.524	4.847	< 0.001	0.345	0.700	Supported
H_3	OCT → OCM	0.168	1.687	0.092	-0.029	0.361	Not Supported
H_4	OCT → EE → OCM	0.416	4.685	< 0.001	0.270	0.561	Supported

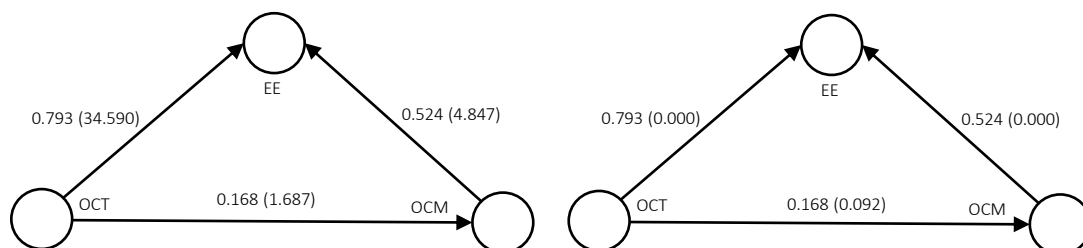


Figure 4. Structural model with path coefficients and *t*-statistics

tistically significant. Therefore, Hypothesis H_2 was supported.

The test results also indicate that organizational culture (OCT) has a positive but non-significant association with organizational commitment (OCM), with a path coefficient (β) of 0.168, a t -value of 1.687, and a p -value of 0.092. Based on the bootstrapping results, the 95% confidence interval ranges from -0.029 to 0.361 and includes zero, while the p -value indicates that the effect is not significant at the 5% significance level. Therefore, based on the adopted hypothesis testing criteria, the path from organizational culture to organizational commitment is not significant, and Hypothesis H_3 was not supported.

Employee engagement is found to mediate the relationship between organizational culture and organizational commitment. This is evidenced by the positive and significant indirect effect of organizational culture on organizational commitment through employee engagement, with a path coefficient (β) of 0.416, a t -value of 4.685, and $p < 0.001$. Furthermore, the bootstrapping results indicate that the 95% confidence interval ranges from 0.270 to 0.561, which does not include zero (0). Meanwhile, the direct effect of organizational culture on organizational commitment is not significant.

The mediation analysis revealed a significant indirect effect of organizational culture on organizational commitment through employee engagement. Meanwhile, the direct relationship between organizational culture and organizational commitment was not statistically significant. Therefore, the findings support indirect-only mediation, indicating that organizational culture is associated with organizational commitment primarily through employee engagement.

3.4.1. PLS predict

Based on Table 15, only the dedication (EE_DEC) dimension meets the criterion on both prediction error measures (RMSE and MAE). In contrast, the vigor (EE_VIG) and absorption (EE_ABS) dimensions meet the criterion only for RMSE. This indicates that the predictive performance of the employee engagement construct tends to be low, as not all or the majority of its indicators have PLS-SEM RMSE or MAE values that are lower than those of the linear model (Hair et al., 2022).

All indicators of the organizational commitment construct show PLS-SEM RMSE and MAE values that are higher than those of the linear model (LM). This indicates that the organizational commitment construct does not have good predictive performance, as the PLS-SEM model produces higher prediction errors than the linear model across all dimensions (Hair et al., 2022).

The PLSpredict assessment indicates that the proposed model demonstrated limited out-of-sample predictive performance for organizational commitment. Although all Q^2 predict values were positive, the prediction errors of the PLS-SEM model exceeded those of the benchmark linear model for all organizational commitment indicators. This finding suggests that the present model explains the relationships among the constructs within the study sample reasonably well but has limited predictive capability for new observations. Future studies should therefore incorporate additional antecedents of organizational commitment to improve predictive performance.

4. DISCUSSION

This study offers an empirical understanding of organizational commitment among Generation Z employees in Jakarta, Indonesia, by evaluating

Table 15. PLSpredict assessment

Construct_Dimension	Q^2 predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
EE_ABS	0.493	0.715	0.565	0.718	0.560
EE_DEC	0.563	0.664	0.483	0.679	0.493
EE_VIG	0.560	0.666	0.506	0.673	0.505
OCM_AF	0.298	0.841	0.702	0.814	0.673
OCM_CC	0.298	0.841	0.682	0.833	0.664
OCM_NC	0.282	0.851	0.700	0.842	0.691

the role of organizational culture and employee engagement. Understanding how fundamental commitment is established is especially important as labor mobility and work values evolve among young groups in Jakarta, Indonesia.

The first finding suggests that organizational culture has a strong, positive association with employee engagement ($\beta = 0.793$, $p < 0.001$), which supports H_1 . This finding is consistent with the JD-R theory, which suggests that job resources stimulate motivational processes that are linked to work engagement. Organizational culture, expressed through supportiveness, atmosphere, and connectedness, refers to a macro-level job resource that influences how employees interpret the work environment. Consistent with prior evidence, supportive and development-oriented cultures were associated with increases in engagement through the development of autonomy, learning opportunities, and relational support (Hilkenmeier et al., 2021; Mutonyi et al., 2022). However, according to previous studies, Generation Z employees tend to prioritize meaningful work, autonomy, and continuous learning over monetary rewards (Tarigan et al., 2022). Although these characteristics were not directly measured in this study, they provide one possible explanation for the observed associations. Therefore, these cultural characteristics are particularly relevant when interpreting the present findings.

The significant association between organizational culture and employee engagement suggests that employees' perceptions of the broader organizational environment are relevant to understanding engagement within the present sample. This extends the JD-R framework by suggesting that organizational culture can be a powerful contextual resource that initiates motivational situations. Previous studies suggest that, compared with older generations, Generation Z employees may place greater emphasis on the symbolic and relational aspects of the organizational environment. The present findings were consistent with this point of view; however, the present study did not directly investigate generational differences. In the present sample, perceptions of a supportive organizational culture were positively associated with Generation Z employee engagement in Jakarta.

The second finding indicates that employee engagement has a substantial, positive effect on organizational commitment ($\beta = 0.524$, $p < 0.001$), supporting H_2 . This result aligns with the social exchange theory, which explains that work relationships are exchanges of favors. Employees who are active, motivated, and absorbed into the job receive psychological signals of support from the organization. This helps them to bond emotionally and build commitment. Latest studies also show that engagement is a proximal predictor of organizational commitment (Giancaspro et al., 2022; Tarigan et al., 2022), which suggests that engagement acts as a psychological bridge between positive workplace experiences of employees and ongoing connection in the organization.

The role of employee engagement is in understanding organizational commitment within the present sample. This finding is consistent with previous studies suggesting that Generation Z tends to value supportive work environments, meaningful work experiences, and opportunities for learning and development (Tarigan et al., 2022). However, these characteristics are drawn from the existing literature rather than directly examined in the present study. Organizations may strengthen commitment by fostering supportive relationships, active work involvement, and continuous learning opportunities that enhance employee engagement.

The third finding shows that organizational culture does not have a significant direct effect on organizational commitment ($\beta = 0.168$, $p > 0.05$) and H_3 is rejected. The non-significant direct association suggests that perceived organizational culture alone was not directly associated with organizational commitment within the present sample. A SET perspective views commitment as a process rooted in mutual exchanges and lived experiences, rather than just ongoing organizational traits. Commitment is grounded in employees' psychological connection with the organization, and effective cultural environments create the necessary conditions for it.

This outcome is in line with previous studies that identified leadership behaviors, extensive reward systems, intergenerational value exchange, and work-life balance as factors affecting attitude of commitment (Jameel et al., 2025; Mondo et

al., 2023; Tarigan et al., 2022; Wiktorowicz et al., 2022). Multiple factors contribute to commitment, including transformational leadership, a combination of financial and development incentives, intergenerational collaboration to improve relations, and policies that promote work-life balance. These factors, however, significantly influence psychological states but are not considered to have direct effects. The direct path was insignificant, indicating that engagement serves as an important mediator between these factors.

Finally, the fourth result is the significant mediating effect of employee engagement on the relationship between organizational culture and organizational commitment ($\beta = 0.416, p < 0.001$), supporting H_4 . This mediation suggests substantial empirical support for the integrated application of JD-R and SET. From a JD-R view, an organizational culture is a contextual job resource that triggers motivational processes among employees, which in turn are linked to increased engagement. From the perspective of the SET model, engagement is an interchange between employees' responses to the beneficial organizational settings, which increases their commitment. The important indirect effect shows that structural norms and cultural values must first be integrated into stimulating, meaningful experiences among employees to be perceived as lasting workplace bonds.

This finding aligns with the previous study results, which showed that the relationship between organizational practices and commitment-related results is mediated by engagement (Sanamthong &

Prabyai, 2023). In addition, basic aspects of engagement (such as vigor, dedication, and absorption) have been found to impact organizational connection and emotional bond (Uru et al., 2022). Based on our findings, employee engagement serves as a statistical mediator between organizational culture and organizational commitment within the present sample. The current study contributes to the literature by demonstrating not only that engagement is a consequence of the culture-commitment relationship, but that it is also a pathway through which the relationship occurs. This discovery supports the theory that organizational culture is associated with commitment. However, the observed association between culture and commitment appears to operate indirectly through employee engagement. This mediation emphasizes the psychological aspect of developing commitment. Cultural attributes can be viewed as superficial or symbolic, but they must be turned into concrete experiences to create energy, engagement, and purpose. Past research has indicated that positive work experiences might be a stronger influence on organizational commitment for Generation Z employees. Based on the current results, employee engagement is important as a connecting link between organizational culture and organizational commitment.

This finding provides a more nuanced view of the relationship between perceived organizational culture and organizational commitment. Within the present sample, organizational commitment was more strongly associated with engagement experiences than with perceived organizational culture directly.

CONCLUSION

This paper explores the connections between organizational culture, employee engagement, and commitment among Gen Z employees in Jakarta, Indonesia, with an emphasis on employee engagement as a mediator between the variables.

The findings indicate that organizational culture was positively associated with employee engagement, whereas employee engagement was positively associated with organizational commitment. Furthermore, employee engagement demonstrated an indirect-only mediating role between organizational culture and organizational commitment, while the direct association between organizational culture and organizational commitment was not statistically significant.

The findings extend the application of job demands-resources theory and social exchange theory by suggesting that, within the present sample, perceived organizational culture was associated with orga-

nizational commitment primarily through employee engagement. This result highlights engagement as a key psychological mechanism linking employees' perceptions of their organizational environment to their attachment to the organization. However, because the study used a cross-sectional design and a non-probability purposive sample, these findings represent statistical associations within the studied sample and should not be interpreted as causal evidence or generalized to Generation Z employees in Jakarta, Indonesia, or other national and organizational contexts.

This study has several limitations. First, the cross-sectional design limits causal interpretation of the observed associations. Second, participants were recruited using purposive sampling through WhatsApp and our professional and personal networks; therefore, the response rate could not be calculated. Third, organizational identifiers such as company name, industry sector, organization size, and ownership type were intentionally not collected to preserve anonymity, preventing assessment of organizational clustering effects. Fourth, several lower-order dimensions exhibited HTMT values above the recommended threshold, indicating conceptual overlap among some dimensions. Fifth, although the model demonstrated satisfactory in-sample explanatory power, PLSpredict indicated limited out-of-sample predictive performance for organizational commitment, as prediction errors from the PLS-SEM model exceeded those of the linear benchmark for all organizational commitment indicators. Therefore, the model should primarily be interpreted as explanatory rather than strongly predictive. Future research should further assess the discriminant validity of the lower-order dimensions and validate the dimensional structure of these constructs using more diverse samples across organizational settings.

AUTHOR CONTRIBUTIONS

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