



Home (<https://journal.untar.ac.id/index.php/ijaeb/index>)
/ Archives (<https://journal.untar.ac.id/index.php/ijaeb/issue/archive>)
/ Vol. 4 No. 1 (2026): February 2026



Published: 2026-02-27

Articles

GOVERNANCE IN MANAGING FAMILY ENTERPRISES
(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37811>)

Raymond Win Sarta, Kartika Nuringsih
1-18

 <https://doi.org/10.24912/ijaeb.v4i1.1-18> (<https://doi.org/10.24912/ijaeb.v4i1.1-18>)

 Abstract : 18 |  PDF : 1

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37811/23515>)

HOW TO FOSTER GREEN ENTREPRENEURIAL INTENTION
(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37812>)

Axel Anabel Tangguh, Kartika Nuringsih
9-18

 <https://doi.org/10.24912/ijaeb.v4i1.9-18> (<https://doi.org/10.24912/ijaeb.v4i1.9-18>)

📄 Abstract : 19 | 📄 PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37812/23094>)

STRENGTHENING ORGANIZATIONAL COMMITMENT AMONG GENERATION Z EMPLOYEES: AN EMPIRICAL STUDY IN JABODETABEK

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37813>)

Reza Cornelius Soebagio, Joyce A. Turangan

19-28

 <https://doi.org/10.24912/ijaeb.v4i1.19-28> (<https://doi.org/10.24912/ijaeb.v4i1.19-28>)

📄 Abstract : 4 | 📄 PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37813/23096>)

CREATIVITY WITHIN RESILIENCE: SME'S GREEN ORGANIZATIONAL IDENTITY TOWARDS GREEN INNOVATION CAPABILITY

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37814>)

Ignasius Heri Satrya Wangsa, Agustinus Purna Irawan, Cokki Cokki

29-42

 <https://doi.org/10.24912/ijaeb.v4i1.29-42> (<https://doi.org/10.24912/ijaeb.v4i1.29-42>)

📄 Abstract : 4 | 📄 PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37814/23097>)

PRODUCT PLACEMENT IN TOP 10 KOREAN DRAMA SERIES OF 2022: A CONTENT ANALYSIS

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37831>)

Cokki Cokki, Phuah Kit Teng, Jessica Maria Kusuma Miharja, Anisa Rizkika, Nanako Keisya Emanuella, Isabel Sekar Arum Wigati Binar Wulandari Kusumo

43-58

 <https://doi.org/10.24912/ijaeb.v4i1.43-58> (<https://doi.org/10.24912/ijaeb.v4i1.43-58>)

📄 Abstract : 2 | 📄 PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37831/23210>)

REFRAMING INVESTMENT DETERMINANTS IN EMERGING ECONOMIES: A CONCEPTUAL MODEL BASED ON THE IS SUCCESS FRAMEWORK

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37854>)

Muji Muji , Agustinus Purna Irawan, Cokki Cokki , Haris Maupa, Aang Subiyakto

59-68

 <https://doi.org/10.24912/ijaeb.v4i1.59-68> (<https://doi.org/10.24912/ijaeb.v4i1.59-68>)

📄 Abstract : 7 | 📄 PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37854/23150>)

A REVIEW ON CONSUMER BEHAVIOR IN REAL ESTATE PURCHASING: FACTORS INFLUENCING PURCHASE DECISIONS

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37907>)

Abdullah Bedi, Cokki Cokki
69-82

 <https://doi.org/10.24912/ijaeb.v4i1.69-82> (<https://doi.org/10.24912/ijaeb.v4i1.69-82>)

 Abstract : 38 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37907/23211>)

THE EFFECT OF AUDITOR INDEPENDENCE, AUDIT COMPLEXITY, AND TIME BUDGET PRESSURE ON AUDIT QUALITY

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37908>)

Herman Wijaya, Linda Santioso
83-91

 <https://doi.org/10.24912/ijaeb.v4i1.83-91> (<https://doi.org/10.24912/ijaeb.v4i1.83-91>)

 Abstract : 12 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37908/23212>)

THE INFLUENCE OF EDUCATION AND ENTREPRENEURIAL CULTURE ON ENTREPRENEURIAL INTENTION WITH MINDSET AS A MEDIATION VARIABLE IN STUDENTS AT TARUMANAGARA UNIVERSITY

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37909>)

Muhammad Denis Mahyusa¹, Andi Wijaya
92-99

 <https://doi.org/10.24912/ijaeb.v4i1.92-99> (<https://doi.org/10.24912/ijaeb.v4i1.92-99>)

 Abstract : 14 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37909/23213>)

THE EFFECT OF LIQUIDITY, LEVERAGE, AND GROWTH OPPORTUNITY ON CORPORATE CASH HOLDING

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37910>)

Madelyn Agrata, Henryanto Wijaya
100-109

 <https://doi.org/10.24912/ijaeb.v4i1.100-109> (<https://doi.org/10.24912/ijaeb.v4i1.100-109>)

 Abstract : 19 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37910/23214>)

ENVIRONMENTAL DETERMINANTS OF FIRM VALUE: THE MODERATING EFFECT OF INDEPENDENT COMMISSIONERS IN INDONESIA'S MINING SECTOR (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37911>)

Vini Melyati Putri, Henny Wirianata
110-122

 <https://doi.org/10.24912/ijaeb.v4i1.110-122> (<https://doi.org/10.24912/ijaeb.v4i1.110-122>)

 Abstract : 15 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37911/23215>)

ENTREPRENEURIAL FACTORS AND SOCIAL MEDIA ENGAGEMENT AS DRIVERS OF COFFEE SHOP SUCCESS IN JAKARTA

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37925>)

Patrick Bennet Julius, Lydiawati Soelaiman

123-133

 <https://doi.org/10.24912/ijaeb.v4i1.123-133> (<https://doi.org/10.24912/ijaeb.v4i1.123-133>)

 Abstract : 13 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37925/23229>)

DETERMINANTS AFFECTING EARNINGS PERSISTENCE

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37926>)

Monica Salim, Sufiyati Sufiyati

134-144

 <https://doi.org/10.24912/ijaeb.v4i1.134-144> (<https://doi.org/10.24912/ijaeb.v4i1.134-144>)

 Abstract : 25 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37926/23230>)

THE EFFECT OF COUNTRY OF ORIGIN EFFECT ON PURCHASE INTENTION

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37927>)

Vincensius Januas, Muhammad Idrus Taba, Sarwo Edy Handoyo

145-149

 <https://doi.org/10.24912/ijaeb.v4i1.145-149%20> (<https://doi.org/10.24912/ijaeb.v4i1.145-149%20>)

 Abstract : 16 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37927/23231>)

EFFECT OF PROFITABILITY, FIRM SIZE, AND CASH HOLDING ON PRACTICE INCOME SMOOTHING SECTOR CONSUMER NON-CYCLICALS

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37928>)

Linda Santioso, Andreas Bambang Daryatno

150-164

 <https://doi.org/10.24912/ijaeb.v4i1.150-164%20> (<https://doi.org/10.24912/ijaeb.v4i1.150-164%20>)

 Abstract : 11 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37928/23232>)

THE INFLUENCE OF ENTREPRENEURIAL CHARACTERISTICS AND SELF-EFFICACY AS MEDIATORS ON ENTREPRENEURIAL INTENTION ON TARUMANAGARA UNIVERSITY STUDENTS

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37929>)

Malvin Sufianto, Andi Wijaya

165-174

 <https://doi.org/10.24912/ijaeb.v4i1.165-174%20> (<https://doi.org/10.24912/ijaeb.v4i1.165-174%20>)

 Abstract : 14 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37929/23233>)

FACTORS THAT INFLUENCE ENTREPRENEURIAL INTENTIONS AMONG ENTREPRENEURIAL STUDENTS IN WEST JAKARTA

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37930>)

Juan Daniel Christopher, Andi Wijaya
175-183

 <https://doi.org/10.24912/ijaeb.v4i1.175-183%20> (<https://doi.org/10.24912/ijaeb.v4i1.175-183%20>)

 Abstract : 14 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37930/23234>)

FINANCIAL CONDITION ANALYSIS OF REGENCY/CITY IN NORTH MALUKU PROVINCE FOR THE PERIOD 2019-2023

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37931>)

Tri Widodo, Herlin Tundjung Setijaningsih
184-194

 <https://doi.org/10.24912/ijaeb.v4i1.184-194%20> (<https://doi.org/10.24912/ijaeb.v4i1.184-194%20>)

 Abstract : 11 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37931/23235>)

THE IMPACT OF FEMALE DIRECTORS, DIRECTOR DUALITY, AND FINANCIAL PERFORMANCE ON THE INDONESIAN BANKING BOARD OF DIRECTORS' COMPENSATION

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37932>)

Herni Kurniawati, Yustina Peniyanti Jap
195-206

 <https://doi.org/10.24912/ijaeb.v4i1.195-206%20> (<https://doi.org/10.24912/ijaeb.v4i1.195-206%20>)

 Abstract : 10 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37932/23236>)

PROFITABILITY, CAPITAL STRUCTURE, AND LIQUIDITY AS DETERMINANTS OF FINANCIAL DISTRESS IN CONSUMER NON-CYCLICALS

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37933>)

Nicholas Kevin, Liana Susanto
207-216

 <https://doi.org/10.24912/ijaeb.v4i1.207-216> (<https://doi.org/10.24912/ijaeb.v4i1.207-216>)

 Abstract : 25 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37933/23237>)

EXPLORING THE ROLE OF SOCIAL EXPERIENCE IN SHAPING SOCIAL ENTREPRENEURSHIP INTENTIONS AMONG GENERATION Z

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37934>)

Reinaldo Juan, Lydiawati Soelaiman

217-226

 <https://doi.org/10.24912/ijaeb.v4i1.217-226%20> (<https://doi.org/10.24912/ijaeb.v4i1.217-226%20>)

 Abstract : 15 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37934/23239>)

THE INFLUENCE OF CHATBOT QUALITY ON SATISFACTION USE CHATBOT: THE ROLES OF EASE AND USEFULNESS

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37935>)

Catherine Christiana Tjandra, Haris Maupa, Cokki Cokki

227-240

 Abstract : 17 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37935/23240>)

UNDERSTANDING CONSUMERS' BOOKING INTENTION IN THE JAKARTA HOTEL INDUSTRY: A CASE STUDY OF 'APS' HOTEL

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37936>)

Gwen Evelyn Sudarto, Tommy Setiawan Ruslim

241-253

 <https://doi.org/10.24912/ijaeb.v4i1.241-253> (<https://doi.org/10.24912/ijaeb.v4i1.241-253>)

 Abstract : 11 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37936/23241>)

HOW DISCLOSING SUSTAINABILITY PRACTICES AFFECTS FINANCIAL PERFORMANCE

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37937>)

Beatrice Tannessia Tandri, Widyasari Widyasari

254-263

 <https://doi.org/10.24912/ijaeb.v4i1.254-263> (<https://doi.org/10.24912/ijaeb.v4i1.254-263>)

 Abstract : 17 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37937/23242>)

THE EFFECT OF LEVERAGE, CAPITAL INTENSITY AND LIQUIDITY ON TAX AVOIDANCE

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37938>)

Clara Aurelia Effendi, Henryanto Wijaya

264-272

 <https://doi.org/10.24912/ijaeb.v4i1.264-272> (<https://doi.org/10.24912/ijaeb.v4i1.264-272>)

 Abstract : 13 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37938/23243>)

THE INFLUENCE OF BOARD MEETINGS, ENVIRONMENTAL PERFORMANCE, AND FIRM SIZE ON PROFITABILITY

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37939>)

Cynthia Tjahjadi, Rousilita Suhendah

273-282

 <https://doi.org/10.24912/ijaeb.v4i1.273-282> (<https://doi.org/10.24912/ijaeb.v4i1.273-282>)

 Abstract : 9 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37939/23244>)

MEDIATION AND MODERATION ANALYSIS USING MULTI-GROUP PLS-SEM: DETERMINANTS OF PATIENT LOYALTY IN HOSPITALS

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37940>)

Hermanto Hermanto, Haris Maupa, Indra Widjaja

283-298

 <https://doi.org/10.24912/ijaeb.v4i1.283-298> (<https://doi.org/10.24912/ijaeb.v4i1.283-298>)

 Abstract : 15 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37940/23245>)

ANALYSIS OF THE EFFECT OF INVENTORY INTENSITY, PROFITABILITY, AND SALES GROWTH ON TAX AVOIDANCE (EMPIRICAL STUDY OF NON-CYCLICAL CUSTOMERS FOR THE PERIOD 2022-2024)

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37941>)

Elsa Felicia, Linda Santioso

299-312

 <https://doi.org/10.24912/ijaeb.v4i1.299-312> (<https://doi.org/10.24912/ijaeb.v4i1.299-312>)

 Abstract : 10 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37941/23246>)

THE EFFECT OF GREEN ACCOUNTING, CAPITAL STRUCTURE, LIQUIDITY, TOTAL ASSET TURNOVER, AND INVENTORY TURNOVER ON FIRM FINANCIAL PERFORMANCE

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37942>)

Ratna Niandra, Sriwati Sriwati

313-326

 <https://doi.org/10.24912/ijaeb.v4i1.313-326> (<https://doi.org/10.24912/ijaeb.v4i1.313-326>)

 Abstract : 10 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37942/23247>)

THE EFFECT OF INTELLECTUAL CAPITAL EFFICIENCY ON FINANCIAL PERFORMANCE

(<https://journal.untar.ac.id/index.php/ijaeb/article/view/37943>)

Orleans Ritter, Henny Wirianata

327-337

 <https://doi.org/10.24912/ijaeb.v4i1.327-337%20> (<https://doi.org/10.24912/ijaeb.v4i1.327-337%20>)

 Abstract : 17 |  PDF : 0

PDF (<https://journal.untar.ac.id/index.php/ijaeb/article/view/37943/23248>)

TOOLS

use APA style, download here



([https://cs1.mendeley.com/styleInfo/?](https://cs1.mendeley.com/styleInfo/?styleId=http%3A%2F%2Fwww.zotero.org%2Fstyles%2Fapa)

[styleId=http%3A%2F%2Fwww.zotero.org%2Fstyles%2Fapa](https://cs1.mendeley.com/styleInfo/?styleId=http%3A%2F%2Fwww.zotero.org%2Fstyles%2Fapa))

Template



(<https://docs.google.com/document/d/1b14ZM9LhreVEtxDg2HL4BRiXJLwnku2s/edit?usp=sharing&oid=113036177340782085542&rtpof=true&sd=true>)

PROFILE MENU

Contact

Editorial Team (</index.php/ijaeb/about/editorialTeam>)

Focus and Scope (</index.php/ijaeb/about#focusAndScope>)

Indexing (<https://journal.untar.ac.id/index.php/ijaeb/indexing>)



(<https://statcounter.com/p12907097/summary/>)

View My Stats (<https://statcounter.com/p12844469/?guest=1>)

ISSN



Editorial Team

Editor in Chief

Hetty Karunia Tunjungsari 

Universitas Tarumanagara, Indonesia



Executive Editor

Linda Linchin Lin 

Kunshan University, Taiwan

Lai Yin Ling 

INTI International University, Malaysia

Managing Editor

Cokki Cokki 

Universitas Tarumanagara, Indonesia

Teoh Ai Ping 

Universiti Sains Malaysia, Malaysia

Masmira Kurniawati 

Airlangga University, Indonesia

Section Editor

Galuh Mira Saktiana 

Universitas Tarumanagara, Indonesia

Halim Putera Siswanto 

Universitas Tarumanagara, Indonesia



Indexing



TOOLS

use APA style, download here



([https://cs1.mendeley.com/styleInfo/?](https://cs1.mendeley.com/styleInfo/?styleId=http%3A%2F%2Fwww.zotero.org%2Fstyles%2Fapa)

[styleId=http%3A%2F%2Fwww.zotero.org%2Fstyles%2Fapa](https://cs1.mendeley.com/styleInfo/?styleId=http%3A%2F%2Fwww.zotero.org%2Fstyles%2Fapa))

Template



(<https://docs.google.com/document/d/1b14ZM9LhreVEtxDg2HL4BRiXJLwnku2s/edit?usp=sharing&oid=113036177340782085542&rtpof=true&sd=true>)

PROFILE MENU

Contact

Editorial Team (</index.php/ijaeb/about/editorialTeam>)

Focus and Scope (</index.php/ijaeb/about#focusAndScope>)

Indexing (<https://journal.untar.ac.id/index.php/ijaeb/indexing>)

STRENGTHENING ORGANIZATIONAL COMMITMENT AMONG GENERATION Z EMPLOYEES: AN EMPIRICAL STUDY IN JABODETABEK

Reza Cornelius Soebagio¹, Joyce A. Turangan^{2*}

¹ Faculty of Economics and Business, Universitas Tarumanagara, Jakarta, Indonesia
Email: reza.115210451@stu.untar.ac.id

² Faculty of Economics and Business, Universitas Tarumanagara, Jakarta, Indonesia*
Email: joycet@fe.untar.ac.id

*Corresponding Author

Submitted: 12-12-2025, Revised: 24-12-2025, Accepted: 11-01-2026

ABSTRACT

Rapid shifts in employment conditions make sustaining employee commitment difficult, particularly for Generation Z, whose distinctive values and high expectations sometimes coincide with perceptions of limited readiness. This paper examines the links between motivation, workload, and workplace conditions and organizational commitment among Gen Z workers in the Jabodetabek area. A questionnaire-based quantitative study of 150 respondents (aged 17–27 with work experience) was estimated using partial least squares structural equation modeling (PLS-SEM). The estimates show that motivation, workload, and the work environment each display positive, statistically meaningful associations with organizational commitment. The evidence offers practical direction for aligning HR practices with Gen Z preferences to strengthen loyalty and curb turnover.

Keywords: *Organizational Commitment, Motivation, Workload, Work Environment*

1. INTRODUCTION

As the world of work grows more dynamic and competitive, companies must grasp the drivers of employee performance and commitment. One of the groups that increasingly dominates the workforce today is generation Z (Gen Z), however, generation Z has a negative stigma in the world of work. According to a survey of 966 hiring managers, 6 out of 10 companies fired Generation Z workers who had just graduated from college for being unprofessional and unprepared for the workforce. Generation Z is known for a different attitude towards the world of work, most of the current generation has a feeling of being “entitled” or entitled to something, so they often demand rights, but forget about their responsibilities and obligations (Anjelina, 2024).

This condition raises its own concerns for companies, because the low commitment of generation z employees can have an impact on decreasing productivity and increasing turnover rates. According to Meyer and Allen (in Putra & Turangan, 2020), an employee who is committed to his organization is an individual who remains loyal to doing work in the company under any conditions, attending every job the company needs, working optimally, can protect company assets, sharing goals with the company and others. Thus having employees who are committed to their company is an added advantage for the company.

Organizational commitment can be affected by motivation, workload, and work environment. Motivation as a factor that encourages an individual to do a job or activity, motivation is one of the key factors that influence an individual or a group. (Sumiatik et al., 2021). According to Gibson and Ivancevich (1993) in (Talo et al., 2020) workload refers to pressure that emerges when a person cannot adapt, shaped by individual differences or psychological processes, and

triggered by external demands or circumstances (environment, situation, event that makes too many psychological or physical demands) on a person. Dessler (1997) defines the physical work environment as the setting where employees perform their duties; it shapes workers' enthusiasm and emotions and includes factors such as ambient temperature, workspace size, noise levels, and the degree of density or crowding.

This study investigates how motivation, workload, and the work environment affect Generation Z's commitment to their organizations, clarifying how these factors shape their workplace ties—especially their level of commitment and loyalty. Generation Z, which is a group that is just entering the workforce, has different characteristics and expectations compared to previous generations, so it is important to know how motivation, workload, and work environment affect them. This research is important because the high turnover rate among Gen Z has become a major problem for many companies (Wibowo, 2024).

Prior studies report mixed findings on the links between motivation, workload, and the work environment and organizational commitment. Wulandari and Prayitno (2017) found motivation was not a significant predictor, whereas Sumiatik et al. (2021) reported a significant effect. Bettawinda (2022) showed significant effects of workload and the work environment. These divergences indicate a research gap that merits further investigation, particularly to clarify how the three factors shape organizational commitment among Generation Z.

This uncertainty indicates a research gap that needs to be investigated further to understand more deeply how these factors contribute to organizational commitment, especially among Generation Z who have different work characteristics and values from previous generations. By clarifying the relationship between these variables, this research is expected to provide more accurate and relevant insights for organizations in increasing employee commitment and reducing high turnover rates, especially in an evolving work environment.

Theoretical Framework and Hypotheses

Meyer and Allen's (1991) framework treats organizational commitment as three distinct components: affective, continuance, and normative. Affective commitment reflects emotional identification and pride in belonging; continuance commitment rests on the perceived costs of leaving (e.g., financial or opportunity costs) that make staying the pragmatic choice; and normative commitment captures a felt duty or moral obligation to remain based on internalized values and loyalty. The three components are complementary, vary in salience across situations, and together shape employees' overall commitment.

Drawing on Meyer and Allen's (1991) three-component model, Generation Z's organizational commitment often shows up primarily as affective—they choose employers that fit their values and interests—while continuance commitment is typically weaker because they are more mobile and open to new career opportunities. Meanwhile, normative commitment can grow if the organization provides support, fairness, and development opportunities. To increase the loyalty of generation z, companies need to create a meaningful work environment, provide motivation, manage workload well, and provide flexibility and career development paths. With this approach, generation z will be more engaged and contribute optimally to the organization.

According to Johns (in Putra & Turangan, 2020) states that the extent of organizational commitment has a very positive impact on an individual to accept, internalize, and be responsible for their organizational goals. According to (Camilleri et al., 2024) motivation is an impulse that plays an important role where a person can determine the extent to which that

person can complete a task with the aim of completing it with the various challenges faced. Research by Suputra and Sriathi (2018) found that work motivation positively and significantly influences organizational commitment. This indicates that higher levels of motivation among employees lead to stronger commitment to the organization. Based on this, the following hypothesis is formulated:

H1: Motivation has a positive influence on generation z organizational commitment.

Robbins and Judge (2009) conceptualize organizational commitment as a psychological state in which employees identify with an organization, internalize its goals, and demonstrate a willingness to sustain membership within it. Komaruddin (2012) defines workload as the process of calculating the number of working hours required or expended by individuals to complete a given task within a specified timeframe. Empirical findings by Arifin et al. (2017) indicate that workload exerts a positive and significant influence on organizational commitment. To strengthen employees' organizational commitment, organizations may allocate additional tasks; however, it is essential to ensure an equitable distribution of workload. A comprehensive workload analysis is therefore necessary to achieve an optimal level of workload, as both underload and overload may generate negative consequences such as boredom or stress, ultimately leading to diminished organizational commitment. Based on these theoretical foundations and prior studies, the following hypothesis is proposed:

H2: Workload has a positive influence on generation z organizational commitment.

Nagar (as cited in Putra & Turangan, 2020) highlights that organizational commitment is crucial for companies to attract and retain employees, as committed workers are willing to sustain their relationship with the organization and exert significant effort toward achieving its objectives. Robbins and Judge (2022) describe the work environment as the degree to which physical and social conditions in the workplace enable employees to perform their tasks effectively while fostering a safe, comfortable, and supportive atmosphere. Findings from Faisal and Dewi (2019) indicate that the work environment has a positive and significant impact on organizational commitment, suggesting that the more favorable the work environment, the stronger employees' commitment to remain with the organization. Based on these definitions and prior studies, the following hypothesis is formulated:

H3: Work environment has a positive influence on generation z organizational commitment.

This research is based on the relationship between work motivation, workload, and work environment on organizational commitment, especially among generation z. Generation z tends to be more attached to organizations that provide recognition, growth opportunities, and work-life balance. When the motivation provided matches their expectations, such as clear career opportunities and a supportive work culture, they will be more loyal and committed to the company. A balanced workload also affects generation z employees' engagement. They prioritize work-life balance, so excessive workload can reduce their satisfaction and commitment to the organization. In addition to motivation and workload, the work environment plays an important role in shaping organizational commitment among generation z employees. They prefer to work in an environment that is inclusive, flexible and supportive.

This study aims to analyze the extent to which work motivation, workload, and work environment affect organizational commitment among generation z, so that, the combination of motivation, balanced workload, and conducive work environment allows generation z to have higher organizational commitment. As well as providing recommendations for companies in creating effective strategies to maintain and increase the loyalty of these generation z employees.

2. RESEARCH METHOD

This research adopts a quantitative approach with a causal-associative design, aiming to investigate the influence of the independent variables—motivation, workload, and work environment—on the dependent variable, organizational commitment among Generation Z. The study population comprises individuals categorized as Generation Z, born between 1995 and 2012, who have a minimum of one year of work experience. The sampling method applied was purposive sampling, where participants were chosen according to criteria relevant to the study objectives. In total, 150 respondents participated in this research.

In this study, each variable is measured through certain indicators that are used as a measurement reference. Motivation includes indicators such as responsibility in carrying out tasks, carrying out tasks with clear targets, having clear and challenging goals, and enjoying getting praise for what they do (Ardana, 2016). Workload includes indicators such as physical tasks (work attitude), mental tasks, work and rest time, and assignment and authority (Sani & Suhana, 2022). The work environment includes indicators such as lighting, space for movement at work, air temperature, and work relationships Lawren & Ekawati (2023). Organizational commitment includes indicators such as willingness, loyalty, trust, and pride (Sani & Suhana, 2022).

In this study, researchers used SmartPLS software version 4.1.1.2 as a tool to analyze the data. The data analysis process is carried out through two main stages, namely testing the outer model and inner model. The outer model stage focuses on validity and reliability testing through convergent and discriminant validity, as well as reliability testing using Cronbach's alpha value and composite reliability. After the outer model testing is carried out, the inner model analysis is then carried out in the data analysis section through multicollinearity test analysis, R Square (R^2) analysis, predictive relevance (Q^2), path coefficient, research hypothesis testing, and effect size test (f^2).

3. RESULTS AND DISCUSSIONS

The questionnaire data reveal that most respondents are female members of Generation Z, aged between 23 and 24 years, born within the period 1992–2012, residing in Jakarta, and currently employed or possessing at least one year of work experience.

Data analysis was conducted in two stages, covering both the outer and inner models. At the outer model stage, assessments were carried out for validity and reliability. Convergent and discriminant validity were examined, while reliability was measured through Cronbach's Alpha and Composite Reliability. The results show that all indicators achieved loading factor scores above 0.7 (Table 1) and Average Variance Extracted (AVE) values above 0.5 (Table 2), thereby confirming convergent validity. Cross-loading values also demonstrated that each indicator loaded more strongly on its own construct than on others (Table 3), and the Heterotrait-Monotrait (HTMT) ratio remained below 0.9 (Table 4), supporting discriminant validity. In addition, Cronbach's Alpha values ranged between 0.6 and 0.95, while Composite Reliability values exceeded 0.7 for all constructs (Table 5), indicating that the measurement model is reliable.

Table 1. Loading Factor Analysis

Item	Workload	Organizational Commitment	Work Environment	Motivation
MOT1	0,912			
MOT2	0,932			
MOT3	0,837			
MOT4	0,738			
BK1		0,850		
BK2		0,894		
BK3		0,831		
BK4		0,738		
LK 1			0,943	
LK 2			0,895	
LK 3			0,885	
LK 4			0,866	
KO 1				0,863
KO 2				0,876
KO 3				0,879
KO 4				0,795

Table 2. Extracted Variance Values (AVE)

Variables	AVE Values
Workload	0,736
Organizational Commitment	0,689
Work Environment	0,806
Motivation	0,729

Table 3. Cross Loadings Analysis

Item	Workload	Organizational Commitment	Work Environment	Motivation
MOT1	0,912	0,465	0,208	0,158
MOT2	0,932	0,381	0,196	0,126
MOT3	0,837	0,225	0,161	0,032
MOT4	0,738	0,331	0,172	0,046
BK1	0,393	0,850	0,322	0,406
BK2	0,407	0,894	0,261	0,395
BK3	0,313	0,831	0,260	0,280
BK4	0,292	0,738	0,186	0,155
LK 1	0,263	0,340	0,943	-0,072
LK 2	0,255	0,253	0,895	-0,228
LK 3	0,150	0,238	0,885	-0,157
LK 4	0,106	0,292	0,866	-0,110
KO 1	0,046	0,398	-0,070	0,863
KO 2	0,193	0,383	-0,152	0,876
KO 3	0,070	0,285	-0,129	0,879
KO 4	0,086	0,230	-0,192	0,795

Table 4. Heteroit Monotrait Ratio Analysis

Variables	Work Load	Organizational Commitment	Work Environment	Motivation
Workload	0,858			
Organizational Commitment	0,430	0,830		
Work Environment	0,218	0,318	0,898	
Motivation	0,119	0,395	-0,150	0,854

Table 5. Reliability Test Result

Variabel	Cronbach's Alpha	Composite Reliability (rho-a)	Composite Reliability (rho-c)
Workload	0,881	0,925	0,917
Organizational Commitment	0,852	0,885	0,898
Work Environment	0,920	0,939	0,943
Motivation	0,878	0,909	0,915

At the Inner model analysis stage in this study, it consists of multicollinearity test, R Square (R^2) analysis, predictive relevance (Q^2), path coefficient, research hypothesis testing, and effect size test (f^2).

From Table 6, the variables used in this study cannot be multicollinear because they have VIF values that are less than 5 (<5).

Table 6. Multikoleniaritas Test

	VIF
Work Load → Organizational Commitment	1,077
Work Environment → Organizational Commitment	1,086
Motivation → Organizational Commitment	1,049

As shown in Table 7, the R^2 of commitment is 0.394. It refers that 39.4% of the variance in organizational commitment is explained by the variables included, while the remaining 60.6% is due to factors outside the model. The Adjusted R-Square of 0.381 suggests that, after correcting for the number of predictors, the model accounts for 38.1% of the variance, leaving 61.9% attributable to other influences or error terms.

Table 7. R-square Analysis

	R^2	Adjusted R^2
Organizational Commitment	0,394	0,381

Referring to Table 8, the Q^2 for organizational commitment is 0.252, calculated from an SSO of 600,000 and an SSE of 448,895. Since the Q-Square value is greater than zero, the structural model demonstrates adequate predictive relevance and is considered capable of explaining variations in organizational commitment.

Table 8. Predictive Relevance Analysis

	SSO	SSE	$Q^2(=1-SSE/SSO)$
Organizational Commitment	600,000	448,895	0,252

Based on Table 9, the analysis results show that the three variables of workload (0.315), work environment (0.310), and motivation (0.404) have a positive effect on organizational commitment. Among the three, motivation has the strongest influence. This indicates that increasing motivation, appropriate workload, and a good work environment can increase organizational commitment.

Table 9. Path Coefficient Analysis

	Workload	Organizational Commitment	Work Environment	Motivation
Workload		0,315		
Organizational Commitment				
Work Environment		0,310		
Motivation		0,404		

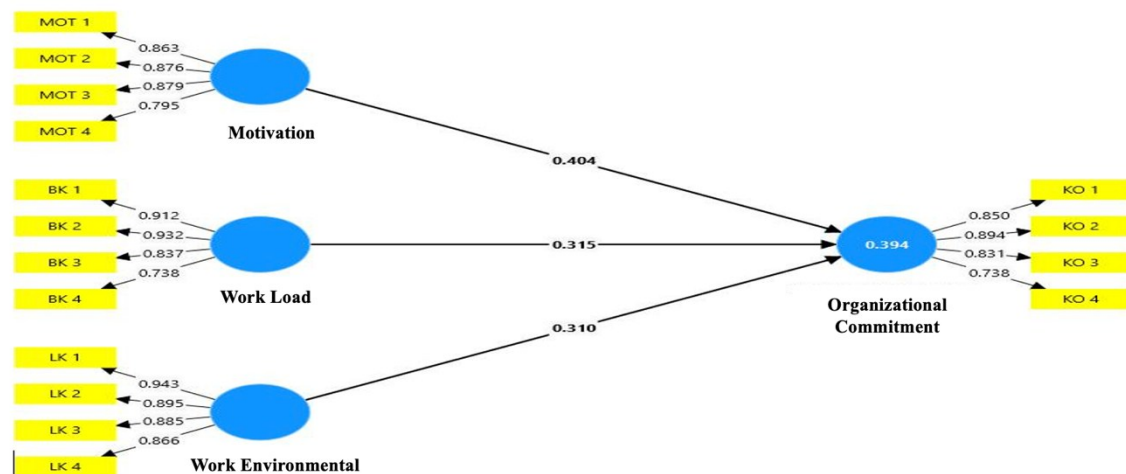


Figure 1. Results of data processing using SmartPLS 4 software

Table 10. Significance Test Result

	Original Sample (O)	Sample Mean (M)	t-statistics	p-value
Work Load → Organizational Commitment	0,315	0,320	5,631	0,000
Work Environment → Organizational Commitment	0,310	0,311	4,709	0,000
Motivation → Organizational Commitment	0,404	0,406	5,297	0,000

Figure 1 presents the results generated through SmartPLS 4. As shown in Table 10, workload was found to significantly enhance organizational commitment, indicated by a path coefficient of 0.315, a t-statistic of 5.631, and a p-value of 0.000, thus confirming H1. Likewise, the work environment demonstrated a significant positive contribution to organizational commitment, with a coefficient of 0.310, a t-statistic of 4.709, and a p-value of 0.000, leading to the acceptance of H2. Motivation, meanwhile, emerged as the most influential factor, with a coefficient of 0.404, a t-statistic of 5.297, and a p-value of 0.000, supporting H3. Collectively,

these results verify that all three independent variables meaningfully shape organizational commitment.

Table 11. Effect Size Analysis

	<i>F-Square</i>
Work Load → Organizational Commitment	0,152
Work Environment → Organizational Commitment	0,146
Motivation → Organizational Commitment	0,256

Based on Table 11, the results of the partial effect analysis show that workload has an f-square value of 0.152, which is included in the category of moderate influence on organizational commitment. Meanwhile, the work environment shows an f-square value of 0.146, which is in the weak category. Meanwhile, motivation has an f-square value of 0.256, which is also classified as a moderate influence. Thus, it can be concluded that among the three variables, motivation has the strongest partial influence on organizational commitment, followed by workload and work environment.

The test results for the first hypothesis indicate that workload has a positive and significant impact on the organizational commitment of Generation Z employees. These findings are consistent with the study by Arifin and Taher Alhabsji (2016), which also reported that workload positively influences organizational commitment. To enhance commitment, organizations may assign additional tasks to employees; however, it is equally important to review and balance the distribution of workload among staff. A thorough workload evaluation is needed to achieve optimal levels, as both underload and overload can lead to negative outcomes such as boredom and stress, which may ultimately reduce organizational commitment.

The results of testing the second hypothesis show that the work environment has a positive and significant effect on generation z organizational commitment. Based on these findings, this research is in line with the studies that have been conducted by Faisal & Dewi (2019) in their research suggesting that the work environment has a positive and significant effect on employee organizational commitment, which means that the better the work environment in the company, the higher the employee's commitment to stay in the company's organization.

The results of testing the third hypothesis show that motivation has a positive and significant effect on generation z organizational commitment. Based on these findings, this research is in line with a study conducted by Wardhana (2016) which presents findings that work motivation has a significant effect on organizational commitment. To increase organizational commitment is done by providing encouragement to employees. Motivation can encourage the emergence of a behavior or action and will become a director and driver. If what motivates an employee is realized as expected, the employee will love his job more. High work motivation will increase organizational commitment.

Based on the results of the analysis described in the previous chapter, which includes testing the outer model (validity and reliability) and inner model (assumption test and data analysis), it can be concluded that motivation, workload, and work environment have a positive and significant effect on organizational commitment in generation z. This finding indicates that increasing motivation, managing workload appropriately, and a conducive work environment together can boost the level of organizational commitment among generation z. This finding indicates that increased motivation, proper workload management, and a conducive work

environment together are able to boost the level of organizational commitment among generation Z.

4. CONCLUSIONS AND SUGGESTIONS

This research investigates the extent to which key workplace factors shape organizational commitment among Generation Z employees in the Jabodetabek region. Analysis using the PLS-SEM approach indicates that motivation emerges as a strong determinant of commitment, as highly motivated employees tend to show greater loyalty, enthusiasm, and active participation in achieving company objectives. Workload is also shown to be influential, where a balanced distribution of tasks encourages dedication, while excessive or poorly managed demands can diminish commitment and lead to fatigue. In addition, workplace conditions contribute meaningfully to employee attachment; a safe and supportive environment enhances psychological comfort and strengthens the intention to remain in the organization. Taken together, the findings demonstrate that these three aspects jointly reinforce organizational commitment among Generation Z workers.

Future research is recommended to expand the scope of organizational commitment studies by adding variables such as transformational leadership, organizational culture, and employee engagement. In addition, the generational coverage of respondents can be expanded by comparing Generation Z with Generations Y and X to identify differences in characteristics and factors that shape commitment. Expanding the research area to major cities outside Jabodetabek is also important to increase the generalizability of the findings.

Practically speaking, companies need to adjust HR management policies to the characteristics of Generation Z, through increasing employee motivation through a fair reward system, career development opportunities, and relevant training. Workload management must be balanced, and the work environment must be made comfortable and supportive in order to increase commitment, loyalty, and productivity and reduce turnover rates among the younger generation.

REFERENCES

- Anjelina, C. D. (2024). Gen Z Kerap Memiliki Stigma Negatif di Dunia Kerja, Apa Alasannya? Kompas. <https://amp.kompas.com/tren/read/2024/10/29/063000065/gen-z-kerap-memiliki-stigma-negatif-di-dunia-kerja-apa-alasannya-?hl=en-US>
- Ardana, I. K. (2016). Produktivitas Perajin Perak. 5(12), 7752–7784.
- Arifin, M. Z., Alhabsji, T., & Utami, H. N. (2017). Pengaruh Beban Kerja dan Kompensasi Terhadap Komitmen Organisasional dalam Upaya Meningkatkan Kinerja Karyawan (Studi Pada Karyawan Tingkat Pelaksana Perum Jasa Tirta I Wilayah Sungai Brantas dan Bengawan Solo). *Jurnal Bisnis Dan Manajemen*, 3(2), 64–76.
- Bettawinda, D. (2022). Analisis Pengaruh Lingkungan dan Beban Kerja Terhadap Komitmen Organisasi di Rsud Kabupaten Padang Pariaman. *Journal of Business and Economics (JBE) UPI YPTK*, 7(2), 38–44. <https://doi.org/10.35134/jbeupiyptk.v7i2.149>
- Camilleri, M. A., Troise, C., & Morrison, A. M. (2024). Motivations and commitment to work in the hospitality industry: investigating employee psychology and responsible organizational behaviors. *Tourism Review*, 79(1), 85–103. <https://doi.org/10.1108/TR-12-2022-0611>
- Dessler, G. (1997). *Manajemen Sumber Daya Manusia* (Edisi Bahasa Indonesia). Prenhallindo.

- Faisal, N., & Dewi, I. G. A. M. (2019). Pengaruh Kompensasi, Lingkungan Kerja, Dan Budaya Organisasi Terhadap Komitmen Organisasional Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(6), 3730. <https://doi.org/10.24843/ejmunud.2019.v08.i06.p16>
- Komaruddin. (2012). *Dasar-Dasar Manajemen Investasi dan Portofolio*. PT.Rineka Cipta.
- Lawren & Ekawati. (2023). Pengaruh motivasi dan lingkungan kerja terhadap kepuasan kerja karyawan PT. MNC sekuritas. *Kinerja*, 5(02), 315–328. <https://doi.org/10.34005/kinerja.v5i02.2726>
- M . Zainal Arifin , Taher Alhabsji, H. N. U. (2016). Pengaruh beban kerja dan kompensasi terhadap komitmen organisasional dalam upaya meningkatkan kinerja karyawan. 64–76.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. 1(1), 61–89.
- Putra, R. H., & Turangan, J. A. (2020). Pengaruh Job Satisfaction Dan Organizational Commitment Terhadap Organizational Citizenship Behavior Pada Karyawan PT. Indec Diagnostics Jakarta. *Jurnal Manajerial Dan Kewirausahaan*, 2(4), 1070. <https://doi.org/10.24912/jmk.v2i4.9892>
- Robbins, S.P. & Judge, T. A. (2009). *Organizational behavior* (13th ed.). Pearson.
- Robbins, Stephen P.; Judge, T. A. (2022). *Organizational Behavior* ((19th ed.)). Pearson Education.
- Sani, M. P., & Suhana, S. (2022). Pengaruh Beban Kerja, Burnout, dan Komitmen Organisasi Terhadap Perilaku Cyberloafing (Studi Pada PT. ABC di Kabupaten Kendal). *Jurnal Mirai Management*, 7(2), 286–305. <https://www.journal.stieamkop.ac.id/index.php/mirai/article/view/2115>
- Sumiatik, S., Sarkum, S., & Ritonga, Z. (2021). Analisis Pengaruh Kompensasi, Motivasi, Lingkungan Kerja, Kepemimpinan Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening. *Jurnal Akuntansi Dan Ekonomika*, 11(2), 213–221. <https://doi.org/10.37859/jae.v11i2.2720>
- Suputra, I. D. N. S. A., & Sriathi, A. A. A. (2018). Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasional. *E-Jurnal Manajemen Universitas Udayana*, 7(9), 4628. <https://doi.org/10.24843/ejmunud.2018.v07.i09.p01>
- Talo, S. L., Timuneno, T., & Nursiani, N. P. (2020). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Karyawan Pada PT . Pos Indonesia (Persero) Cabang Kupang. *Jurnal Ilmiah Manajemen Dan Bisnis*, 15(3), 73–91.
- Wardhana, R. M. D. H. (2016). Upaya meningkatkan kinerja dengan cara memberikan motivasi kerja dan menumbuhkan komitmen organisasional pegawai dinas perhubungan provinsi jawa barat. 89(4), 503–509. [https://doi.org/10.1016/0002-9378\(64\)90555-1](https://doi.org/10.1016/0002-9378(64)90555-1)
- Wibowo, G. A. (2024). Turnover Rate Gen Z Tinggi, Ini Risiko Bagi Pekerja Maupun Perusahaan. *espos EKONOMI*. <https://ekonomi.espos.id/turnover-rate-gen-z-tinggi-ini-risiko-bagi-pekerja-maupun-perusahaan-1848418?utm>
- Wulandari, D. A., & Prayitno, A. (2017). Organizational Citizenship Behavior Dengan Komitmen Organisasi Sebagai. *Jurnal Penelitian Ekonomi Dan Bisnis*, 2(1), 46–57.