ENHANCING AFFECTIVE COMMITMENT AMONG MILLENNIAL EMPLOYEES: THE ROLE OF ORGANIZATIONAL EMBEDDEDNESS, PERCEIVED ORGANIZATIONAL SUPPORT, AND WORK ENGAGEMENT

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ABSTRACT

The tight labor market competition afforces organizations to find the right strategies to address the issue of low employee resistance, one way being to enhance affective commitment among employees towards the organization they work for. This study employs Social Exchange Theory (SET) to examine the influence of organizational embeddedness and perceived organizational support on affective commitment and the indirect influence through work engagement mediation. Empirical data were collected from 332 millennial generation employees in Indonesia using an online survey assessed through a 7-point Likert scale. The study was analyzed using Structural Equation Modeling (SEM) and confirmatory factor analysis to test seven proposed hypotheses. The study's findings indicate that organizational embeddedness and perceived organizational support are positively related to affective commitment both directly and through work engagement mediation. This research is expected to contribute to human resource policy-making to enhance affective commitment among millennial generation employees in Indonesia.

| KEYWORDS | *Organizational Embeddedness, Perceived Organizational Support, Work Engagement, Affective Commitment* |

INTRODUCTION

The advancement of the industrial revolution, driven by the rapid development of information technology, has led to increased technology usage in daily life. This integration aims to enhance efficiency, productivity, product and service

quality, production flexibility, workplace safety, and competitiveness (Makka, 2023). Key elements of this industrial revolution include automation, robotics, big data analytics, smart systems, virtualization, artificial intelligence, and the Internet of Things (IoT) (Kraaijenbrink, 2022). Presently, Indonesia is gearing up to enter the era of Industry 5.0, which will significantly impact various aspects of life, including the workforce (Pasla, 2023). In the Industry 5.0 revolution, the role of human resources is emphasized as the cornerstone of civilization leveraging digital technology across diverse domains (Fajri, 2022).The evolution of the industrial revolution, propelled by technology integration into daily life, necessitates businesses to cultivate talent with creative, adaptive, and innovative characteristics to remain competitive in the digital industrial and economic revolution (Limanseto, 2021). Additionally, besides technological advancements, the shift in the dominance of the productive workforce in the labor market, particularly the millennial generation, influences economic sectors, including Indonesia (Budianto, 2019).

The millennial generation, born between 1981 and 1996, constitutes a significant portion of Indonesia's population, with 25.87 percent actively participating in the workforce (BPS, 2021). Millennials exhibit inclusive and progressive characteristics, being open to differences and eager to advance rapidly, influenced by exposure to digital advancements and abundant information access (Brin, 2023). Despite dominating the labor market, millennials are often characterized as having low loyalty and a propensity to job-hop every 1-2 years, posing challenges for organizations in talent retention (Okezone, 2019). Factors such as uncertainty, lack of engagement, and detachment from their current organizations influence millennials' low loyalty. Gallup surveys indicate that only 29 percent of millennial employees are emotionally engaged with their jobs and organizations (Adkins, 2016). This lack of engagement, coupled with abundant job opportunities, inclines millennials to seek more attractive positions elsewhere (Adkins, 2016). Consequently, organizations need to promote engagement and well-being among millennial employees to improve retention.

A study reveals that millennials exhibit lower commitment levels to their workplaces compared to previous generations, with 43 percent planning to leave their jobs within two years (Deloitte, 2019; Turek et al., 2023) Pursuing their happiness is crucial for millennials, prompting quick career transitions when dissatisfaction arises (Deloitte, 2018). The unique characteristics of the millennial generation pose challenges for the economy sector, given their dominance in the labor market. To address this challenge, talent managers need to take proactive measures, such as enhancing affective commitment among millennial employees. Affective commitment represents a special psychological bond between an employee and their organization, reflecting dedication and responsibility towards the organization (Turek et al., 2023). Enhancing affective commitment is vital as individuals with higher levels of commitment tend to show dedication and willingness to contribute maximally towards organizational goals (Supriyadi et al., 2017). Affective commitment also fosters emotional bonds that impact job outcomes, employee productivity, performance, and retention rates (Ampofo, 2020). Addressing the issue of low emotional commitment among millennials, increasing affective commitment becomes a key factor in influencing employee resistance to changes or pressures in the

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workplace environment. Therefore, exploring factors predicting increased affective commitment is a significant and beneficial research area, providing insights into employee commitment dynamics and laying the groundwork for more effective and sustainable human resource management strategies.

Organizational embeddedness and perceived organizational support are potential factors that can drive the growth of affective commitment among employees. Organizational embeddedness positively correlates with affective commitment, as employees deeply attached to their jobs and organizations tend to exhibit high emotional attachment (Ampofo, 2020). Similarly, perceived organizational support, reflecting employees' perceptions of organizational support for their needs and well-being, positively relates to employees' affective commitment towards their organizations (Teo et al., 2020). Work engagement, another crucial factor, can encourage employees to participate in organizational activities to achieve their organizational targets with maximum effort (Eliyana et al., 2023). Work engagement is associated with positive institutional and individual outcomes, including increased productivity, job satisfaction, managerial efficiency, and effectiveness (Asif et al., 2019). It connects individuals psychologically and cognitively with their tasks, leading to higher performance levels (Eliyana et al., 2023). Furthermore, apart from enhancing productivity and performance, work engagement has the potential to increase affective commitment among individuals. Studies indicate that enthusiastic employees with high job identification tend to perform better and feel emotionally connected to their organizations (Basit, 2019). Consequently, employees become more emotionally attached to their organizations, fostering a positive relationship between individuals and their work, ultimately reflected in improved task performance. Enhancing affective commitment among millennial employees is crucial for organizations to retain talent and thrive in the era of Industry 5.0. This study aims to explore the predictors of increased affective commitment, focusing on organizational embeddedness, perceived organizational support, and work engagement. Understanding these factors will not only provide valuable insights into employee commitment dynamics but also lay the foundation for the development of more effective human resource management strategies.

Literature Review
Social Exchange Theory (SET)

Social exchange theory, as conceptualized by Blau (1964), serves as a framework for understanding social interactions and the dynamics of exchange among individuals or groups, focusing on interpersonal relationships and social interactions. It proposes that individuals engaged in social exchange relationships have expectations of receiving various benefits, both economic and social, from their interactions (Liyanaarachchi et al., 2021). In social exchange, when someone receives a favor from another person, they are expected to express gratitude by reciprocating the favor appropriately. This system of reciprocity through gratitude serves as a social reward, functioning as an inducement for further assistance. This reciprocal exchange of favors benefits both parties involved, fostering the creation of social bonds (Blau, 2017). Social relationships formed through the amalgamation of attitudes from two individuals, dependent on each other's actions, give rise to

interdependence that cannot be solely explained psychologically (Blau, 2017). Furthermore, social exchange extends beyond individual relationships to encompass intergroup relationships, power differentiation, peer group bonds, conflict, cooperation, close attachment, and distant relationships without direct social contact (Blau, 2017). Developing exchange relationships between parties, whether directly or indirectly, indicates levels of attachment through trust, loyalty, and commitment to common interests (Liyanaarachchi et al., 2021) Emerson (1972) introduced the concept that a relationship is connected when the outcomes of exchanges in one relationship affect the outcomes of exchanges in another. This relationship can be positive if positive exchanges in one relationship enhance positive exchanges in another. For example, money obtained through one relationship can be exchanged for increased social status in another (Molm, 1991). Conversely, relationships can be negative if one relationship impedes outcomes in another. For instance, time spent with one friend may reduce time available to spend with another (Molm, 1991). Thus, this concept reflects the complexity of social relationships, where outcomes in one context can impact outcomes in another, either positively or negatively. Blau (1964) also notes that not all human behavior is influenced by social exchange considerations, but prevailing conditions often demand reciprocal behavior to achieve goals that can only be attained through interaction with others. Therefore, organizations need to implement systems and policies to achieve their goals holistically. In the context of the workplace, social exchange theory, viewed through Gouldner's (1960) norm of reciprocity, implicitly suggests that an employee who benefits from their organization is likely to have a moral obligation to reciprocate the benefits received (Ampofo, 2020).

Based on social exchange theory (Blau, 1964), it is expected that organizational embeddedness will positively predict employee affective commitment. Highly embedded employees tend to have numerous positive work experiences and resources provided by the organization, such as benefits, support from colleagues, salary, bonuses, access to training, and perks. This leads to an increased emotional attachment to the organization as they reciprocate the care and support received. Therefore, as organizational embeddedness increases, employees' sense of moral obligation to the organization through affective commitment also increases. Embedded individuals may feel inclined to reciprocate the organization's generosity by demonstrating their commitment to staying. Commitment is a critical factor influencing the achievement of organizational goals. Organizational commitment reflects the extent to which employees feel bound to and part of the organization they work for (Meyer et al., 2013). It transcends mere feelings or general attitudes (Anand et al., 2023) and encompasses individuals remaining in an organization because of desire (affective commitment), necessity (continuance commitment), or obligation (normative commitment) (Meyer et al., 2013).

Among the three dimensions of commitment, affective commitment emerges as the most significant in describing crucial work outcomes (Ampofo, 2020). It not only plays a primary role in detailing work outcomes but also has the potential to minimize individuals' intentions to leave the organization (DiPietro et al., 2020). Affective commitment, at the core of organizational commitment, significantly impacts individual behaviors and feelings in the workplace context. As the primary

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center and most influential source, affective commitment not only shapes individuals' perceptions of the organization but may also mediate individual reactions to various organizational transactions (Mercurio, 2015). Meyer & Allen (1984) define affective commitment as the level of involvement, emotional attachment, and employee identification with the organization, considered the essence of commitment to the organization as a whole (Mercurio, 2015). Previous research findings also indicate that affective organizational commitment has a significant positive relationship with valued work outcomes, both at the organizational and individual levels (Alcover et al., 2020). Through meta-analysis, it was found that affective commitment has a strong correlation with various organizationally relevant outcomes, such as negative thoughts of withdrawal and job turnover, as well as positive attendance, job performance, and organizational citizenship behaviors (Alcover et al., 2020). Additionally, affective commitment was found to be associated with outcomes affecting employees, including decreased stress and work-life conflict and increased job satisfaction (Alcover et al., 2020).

Similarly to Meyer & Allen (1984), Jaros et al. (1993) define affective commitment as the degree of emotional attachment encompassing loyalty, affection, warmth, ownership, liking, and happiness toward the organization, highlighting the complexity of emotional aspects involved in individual engagement with the organization (Mercurio, 2015). These positive feelings include identification with organizational values and a strong urge to remain within the organization. These factors stem from attitudinal commitment emphasizing individuals' desires to maintain their engagement in the work environment (Ampofo, 2020). Recognition of these feelings forms a crucial basis for the development of organizational strategies that can foster and strengthen employees' affective commitment.

Organizational embeddedness encompasses various influences on employee retention, representing the forces that keep individuals in their current jobs and how deeply they feel connected to their work environment (Mitchell et al., 2001). It involves three main dimensions: link, fit, and sacrifice. Link refers to the connections individuals form with others or activities at work, such as friendships or task interdependencies, which strongly influence their attachment to the organization. Fit, the first dimension, reflects the alignment between individual capabilities and organizational requirements, as well as the match between individual interests and organizational rewards, enhancing the sense of connection to the organization (Ng & Feldman, 2007). Sacrifice entails the perceived losses individuals would face if they were to leave the organization, such as forfeiting accrued benefits like retirement or sick leave, and is influenced by individual risk assessment. The greater the perceived sacrifices of leaving, the stronger the individual's attachment to the organization (Ng & Feldman, 2007). These dimensions collectively create conditions where individuals feel compelled to stay in their current organizations, impacting both work and non-work life. The extent of individuals' connections with others, the alignment of work and community with their values and desires, and the potential sacrifices they might face all significantly influence their attachment to their job and community (Mitchell et al., 2001).

H1. Organizational embeddedness positively influences affective commitment.

Perceived Organizational Support (POS) is contingent on how employees interpret organizational intentions in the treatments provided, whether beneficial or detrimental to them (Kurtessis et al., 2017). Organizational support theory posits that employees' perceptions of organizational support are gauged by the fulfilment of their emotional needs, the establishment of emotional bonds with the organization, and the encouragement of increased affective commitment for each individual (Arshadi & Hayavi, 2013). POS reflects employees' perceptions of the extent to which the organization supports their needs and well-being. This is believed to enhance positive work outcomes and has been proven to have a positive relationship with employees' affective commitment to the organization (Teo et al., 2020). Previous research has also found that employees who perceive high levels of organizational support exhibit stronger affective commitment to their workplace and overall job satisfaction. They tend to demonstrate better performance in core job tasks, including higher attendance and lower turnover rates (Arshadi & Hayavi, 2013). Perceived organizational support fosters an emotional bond between individuals and the organization, making them more likely to feel committed and inclined to stay within the organization (Arshadi & Hayavi, 2013). Conversely, when individuals perceive organizational support, based on the norm of reciprocity, they feel obligated to engage in behaviors beneficial to the organization (Arshadi & Hayavi, 2013). Thus, according to Rhoades & Eisenberger (2002), perceived organizational support has the potential to enhance performance in carrying out standard job activities and actions that benefit the organization as a whole (Arshadi & Hayavi, 2013). Therefore, it can be anticipated that perceived organizational support has a positive correlation with affective commitment in employees.

Furthermore, POS creates a dynamic of social exchange in which employees feel obligated to contribute to achieving the organization's goals and objectives. In this process, employees expect that greater efforts given for the organization's interests will be reciprocated with greater rewards as well (Kurtessis et al., 2017). In other words, POS forms an emotional attachment between employees and the organization, inspiring a sense of responsibility to help achieve mutual success. The significance of POS lies not only in responsibility or material rewards but also in fulfilling employees' emotional needs. By providing support, organizations can build strong emotional bonds, fostering affective commitment. This commitment reflects employees' emotional aspirations to remain loyal members and contributors to the organization (Chernyak-Hai et al., 2023). Therefore, POS is not just a mechanism of exchange but also a foundation for building positive and sustainable relationships between employees and the organization.

H2: Perceived organizational support positively influences affective commitment.

The concept of work engagement has garnered significant interest among researchers and organizational practitioners due to its various positive impacts on both employees and organizations (Abualigah et al., 2024). According to Schaufeli et al. (2002), work engagement is a positive and satisfying state of mind related to

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work, characterized by three components: vigor, dedication, and absorption (Abualigah et al., 2024). These components describe the level of energy and mental resilience individuals exhibit at work (vigor), their sense of significance, enthusiasm, and pride in their work (dedication), and their full concentration and enjoyment in performing work tasks (absorption) (Schaufeli et al., 2002). Highly engaged employees demonstrate high levels of energy, dedication, enthusiasm, and absorption in their work, making it challenging for them to disengage from their tasks (Bakker & Demerouti, 2008). Work engagement entails sustained affective-cognitive states that are not focused on specific objects, events, individuals, or behaviors (Schaufeli et al., 2002). Engaged employees are deeply connected to their work and demonstrate a profound passion, involvement, and commitment to their tasks (Toth et al., 2021). This deep connection with work goes beyond mere physical involvement, encompassing emotional dimensions and overall commitment (Abualigah et al., 2024). Studies also indicate that work engagement positively impacts various work outcomes, performance beyond job requirements, reduces turnover intentions, and lowers employee absenteeism (Ampofo, 2020). The positive impacts stem from the active engagement and positive attitude displayed by employees, leading to feelings of acceptance, recognition, and success achievement (Bakker & Demerouti, 2008). Moreover, the positive effects extend beyond the workplace and manifest in activities outside the work environment. Despite experiencing fatigue, highly engaged employees consistently associate their tiredness with positive achievements and enjoyable experiences (Bakker & Demerouti, 2008). They are motivated not solely by an internal drive to work hard, as seen in workaholics, but by the intrinsic pleasure associated with the execution of their tasks (Bakker & Demerouti, 2008).

H3: Work engagement mediates the relationship between perceived organizational support and affective commitment.

When viewed through the lens of social exchange theory (Blau, 2017), the greater the attachment acquired by employees within the organization, the greater the moral obligation they feel to reciprocate to the organization where they work. This mechanism materializes through increased employee work engagement, which ultimately contributes positively to their affective commitment to the organization. This finding aligns with previous research results indicating that organizational attachment positively influences employee work engagement (Teo et al., 2020). Furthermore, the results of a study conducted by Ampofo (2020) also indicate that work engagement is positively influenced by job embeddedness and positively mediates the relationship between organizational embeddedness and affective commitment. These research findings demonstrate how organizational embeddedness can be a factor influencing the level of work attachment among employees.

H4: Organizational embeddedness positively influences work engagement.

The study conducted by Ampofo (2020) indicates that the addition of the work engagement variable to the relationship between organizational embeddedness and affective commitment has a significant impact. Therefore, in this study,

it was found that work engagement mediates the relationship between organizational embeddedness and affective commitment.

H5: Work engagement mediates the relationship between organizational embeddedness and affective commitment.

In a study conducted by Saks (2006), which was tested on 102 employees from various occupations and organizations, the analysis of work engagement found that perceived organizational support by individuals emerged as a significant predictor of work engagement. Similar results were also found with a single measure of work engagement, which suggests that organizations can enhance employee work engagement through the provision of support initiated by the organization. Individual perceived organizational support plays a crucial role in influencing their engagement in work. Previous studies have found that individual work engagement increases due to the support and encouragement provided by the organization of employment.

H6: Perceived organizational support positively influences work engagement.

Bakker & Demerouti (2008) highlighted that individuals who are actively engaged in their work tend to achieve higher performance outcomes. This is attributed to the positive experiences they encounter, such as better health, positive emotions, and more effective resource management. They also tend to transfer their engagement to their coworkers. Saks (2006) added that these positive experiences and emotions are likely to result in positive work outcomes (Saks, 2006). One positive outcome that can emerge from high levels of engagement is commitment to the company they work for (Pathardikar et al., 2023). Engaged workers tend to be more invested in their work, enthusiastic, and energetic, fully focused on their tasks (Joo & Lee, 2017). Other research also confirms that employees who are enthusiastic and highly identify with their work will perform better because they feel enjoyment and immersion in their work activities (Basit, 2019). As a result, employees become more emotionally attached to the organization they work for (Jiang et al., 2020). Further research states that employees highly engaged in their work gain positive experiences through resources provided by the organization. This is likely to encourage employees to be more dedicated and strive harder for the organization's benefit (Saks, 2006). In other words, the higher the level of employee engagement in their work, the greater the commitment they show to the organization they work for.

H7: Work engagement positively influences affective commitment.

Fig. 1 illustrates the research model. From the model, try to enhance organizational productivity and performance, fostering positive emotional and psychological bonds with the organization is essential for each individual. Organizations need to understand and address employees' needs in building such commitment. Positive feelings of affective commitment towards the organization perceived by individuals

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are believed to enhance overall performance and work outcomes. Individuals with high levels of affective commitment are more likely to feel emotionally connected to the organization's values, goals, and culture, thus contributing positively to its success. Through this research model, it is hoped to explore phenomena among millennial employees who exhibit high and positive levels of attachment and engagement, receiving support and encouragement from their workplace, aiming to enhance their emotional commitment to the organization.
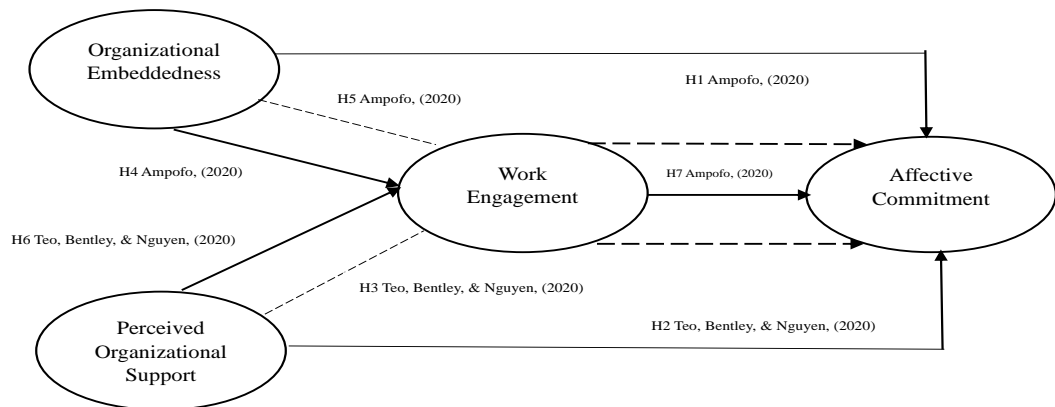

Fig 1. Research Model

RESEARCH METHOD

Research Design

This research employs a quantitative approach with the aim of testing hypotheses, investigating relationships among variables, and statistically explaining phenomena. The utilization of a quantitative approach is also grounded in the objective of attaining an unbiased understanding through the measurement and numerical analysis of data (Sugiyono, 2015).

Population, Sample and Procedure

The population in this study consists of millennial employees with a minimum work experience of 1 (one) year. The population for this research is determined by the target population to gather data from research subjects who specifically possess particular characteristics (Sugiyono, 2015). Sampling in this study employs nonprobability sampling where the population size is unknown and cannot be accurately calculated (Sugiyono, 2015). The sampling technique utilizes purposive sampling to select samples that align with the research objectives, filtered based on specific characteristics. The population utilized by the researcher in this study comprises millennial individuals with a minimum work experience of 1 year.

The research sample size is measured using the number of questionnaire items multiplied by 5 to become the minimum benchmark for the sample size (Hair et al., 2010). With a total of 32 questionnaire items, if multiplied by 5, the sample size would be 160. Thus, the minimum sample size for this study is 160 respondents. Additionally, based on Monte Carlo studies conducted by researchers, several sample sizes are required to reduce bias in various types of estimations in Structural

Equation Modeling (SEM). Loehlin (1998) concluded that the minimum sample size required to reduce bias in all types of SEM estimations is 200 (Loehlin, 2004). There are also recommendations for Maximum Likelihood (ML) estimation, where the sample size should be at least 15 times the number of observed variables (Stevens, 2009).

Measure

Affective commitment utilizes a questionnaire in the journal by Ampofo (2020), consisting of 6 (six) unidimensional items adapted from Meyer & Allen (1997), measured using a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The research results indicate that this questionnaire demonstrates good quality when tested on 274 respondents, comprising permanent employees in the hospitality and tourism sector, particularly frontliners in 4 and 5-star hotels in Ghana (Ampofo, 2020).

Organizational embeddedness variable is measured using questionnaire items from Ampofo (2020), comprising 9 (nine) multi-dimensional items categorized into 3 (three) dimensions: fit, link, and sacrifice, each consisting of 3 items adapted from Holtom, Mitchell, Lee, & Tidd (2006). Measurement is conducted using a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The research findings demonstrate that this questionnaire exhibits good quality when tested on 274 respondents, comprised of permanent employees in the hospitality and tourism sector, particularly frontliners in 4 and 5-star hotels in Ghana (Ampofo, 2020).

Perceived organizational support variable is measured using questionnaire items from the journal by Eisenberger, Cummings, Armeli, Lynch (1997), totaling 8 unidimensional items. Measurement is conducted using a 7-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree. This scale demonstrates good model fit, and the questionnaire items from (Ampofo, 2020)Eisenberger et al. (1997) are widely used among researchers to measure the perceived organizational support variable.

The mediating variable work engagement in this study utilizes a questionnaire from Table 3.5 consisting of 9 (nine) items. This questionnaire adopts a brief version of the Utrecht Work Engagement Scale (UWES) from research conducted by Schaufeli, Bakker, & Salanova (2006). Measurement is conducted using a Likert scale ranging from 0 = never to 6 = always and encompasses three indicator dimensions: vigor, dedication, and absorption.

Data Analysis

In testing the validity and reliability of the observed variables, the authors utilized SPSS (Statistical Program for Social Science) to assess whether the questionnaires listed and used in this study could represent latent variables to be measured and align with the theory employed. According to Hair, Black, Babin, & Anderson (2010), tested indicators are deemed valid if the Kaiser-Meyer-Oklin Measure of Adequacy (KMO-MSA) and factor loadings from the component matrix have values ≥ 0.5. Additionally, for the reliability of the measurement, Cronbach's alpha values are used. An indicator question in the questionnaire is considered reliable if the Cronbach's alpha value is ≥ 0.6 (Hair et al., 2010). The main data analysis is a

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crucial part of the research process to draw conclusions regarding a research question, which involves examination, detection, correction, transformation, and modeling of data. The researchers employed Structural Equation Modeling (SEM) to test the relationships between variables (Hair et al., 2018). SEM is commonly used for data analysis that combines simultaneous regression equations and factor analysis by testing hypotheses regarding latent and observed variables (Bowen & Guo, 2012). The latent variables in this study are the variables whose relationships will be tested, namely organizational embeddedness, perceived organizational support, work engagement, and affective commitment. Meanwhile, observed variables include each questionnaire item in this study. The researchers also utilized Confirmatory Factor Analysis (CFA), a measurement method to test whether observed variables can depict latent variables (Hair et al., 2018). Discriminant validity is tested for observed variables by examining the square root of the average variance extracted (AVE). Each variable can be considered to have good discriminant validity when the AVE value of each construct is ≥ 0.50 (Hair et al., 2017). Meanwhile, convergent validity is tested to observe the magnitude of correlations between indicator variables in the study, capable of reflecting latent variables by examining the standardized loading factor (SLF) ≥ 5.

RESULT AND DISCUSSION

Respondents Profile

Of the 332 millennial generation employees who successfully participated in both surveys, 53.61% were male and 46.39% were female. In addition, 68.07% were married while 31.93% were not married. Moreover, 19.28% of the participants were below 28 years, 31.33% were between the ages of 28 and 31, 21.08% were between the ages of 32 and 35, 18.07% between the ages of 36 and 38, 7.83% were between the ages of 39 and 42, and 2.41% were upper 42 years. 17.17% of the participants were senior high school leavers, 0.3% were Diploma I/II degrees holders, 14.46% were Diploma III degrees holders, 60.54% were Bachelor degrees holders, and the rest are Master degrees holders. Regarding job positions, 75.60% held staff positions, 15.06% were supervisors or equivalent, 9.34% were managers or equivalent. The workforce was also spread across various industries, including infrastructure and construction (3.92%), services (14.76%), healthcare (6.93%), manufacturing/processing (20.48%), media (2.41%), government (4.22%), education (11.45%), banking (7.53%), hospitality and tourism (5.42%), retail (7.23%), information technology (4.22%), and others (11.45%). Lastly, in terms of total work experience, 22.59% had been employed for 1-3 years, 20.48% for 3-5 years, 34.04% for 5-10 years, and 22.89% for over 10 years.

CFA and Reliabilities

Validity and reliability were assessed through confirmatory factor analysis, with the goodness of fit (GOF) of the measurement model also evaluated. The validity of the measurement model, as shown in Table 2, was determined by examining the construct reliability (CR) with a threshold of ≥0.7 and the average variance

extracted (AVE) with a threshold of ≥0.5, as recommended by Hair et al. (2010). All items from the independent variables (organizational embeddedness and perceived organizational support), the mediating variable (work engagement), and the dependent variable (affective commitment) had standardized loading factor (SLF) values exceeding 0.50. Moreover, all the variables under study met the criteria for construct reliability of ≥0.7 and variance extracted of ≥0.5. These results indicate that the adapted scales demonstrated reliability and convergent validity, similar to the original measurement scales.

Tabel 2. CFA and Reliabilities

Dimension	Indicator	SLF	Error	CR	AVE	Result
First Order						
Fit	OE1	0.87	0.25			Valid
	OE2	0.92	0.16			Valid
	OE3	0.89	0.20			Valid
				0.922	0.797	Reliable
Link	OE4	0.91	0.18			Valid
	OE5	0.93	0.13			Valid
	OE6	0.90	0.19			Valid
				0.938	0.833	Reliable
Sacrifice	OE7	0.84	0.30			Valid
	OE8	0.77	0.41			Valid
	OE9	0.90	0.19			Valid
				0.875	0.701	Reliable
Second Order						
Organizational Embeddedness	Fit	0.95	0.09			Valid
	Link	0.86	0.26			Valid
	Sacrifice	0.97	0.07			Valid
				0.948	0.860	Reliable
	POS1	0.88	0.22			Valid
	POS2	0.88	0.22			Valid
	POS3	0.91	0.17			Valid
	POS4	0.90	0.19			Valid
	POS5	0.80	0.36			Valid
	POS6	0.87	0.24			Valid
	POS7	0.78	0.39			Valid
	POS8	0.69	0.53			Valid
Perceived Organizational Support				0.951	0.710	Reliable
First Order						
Vigor	WE1	0.89	0.2			Valid
	WE2	0.93	0.14			Valid
	WE3	0.92	0.15			Valid
				0.939	0.836	Reliable
Dedication	WE4	0.90	0.19			Valid
	WE5	0.91	0.17			Valid

	WE6	0.85	0.27		Valid
				0.918	0.789	Reliable
Absorption	WE7	0.89	0.2		Valid
	WE8	0.78	0.38		Valid
	WE9	0.78	0.39		Valid
				0.861	0.674	Reliable
Second Order					
Work Engagement	Vigor	0.92	0.16		Valid
	Dedication	0.95	0.10		Valid
	Absorption	0.93	0.13		Valid
				0.953	0.870	Reliable
	AC1	0.80	0.36		Valid
	AC2	0.77	0.41		Valid
	AC3	0.77	0.4		Valid
	AC4	0.74	0.45		Valid
	AC5	0.82	0.32		Valid
	AC6	0.79	0.38		Valid
Affective Commitment				0.905	0.613	Reliable

Hypotheses Testing

To assess the goodness of fit (GOF) of the structural model, Hair et al. (2010) suggested that three or four GOF indicators are adequate. Meanwhile, Vieira (2011) highlighted that a root mean square error of approximation (RMSEA) of ≤0.08 is the primary indicator for model fit. Using these criteria, the overall research model in this study can be considered to have a good fit. Based on five GOF indicators, the model demonstrated good fit: (1) the RMR value of 0.039 indicates good fit; (2) the RMSEA value of 0.075 indicates a good fit; (3) the expected cross validation index (ECVI) value of 4.378 is closer to the ECVI for the saturated model (3.190) than the ECVI for the independence model (198.789), suggesting a good fit; (4) the normed chi-square value of 2.522 is less than 5, indicating a good fit; (5) the Akaike information criterion (AIC) value of 1449.162 is closer to the AIC for the saturated model (1056.000) than the AIC for the independence model (65799.106), showing a good fit; and (6) the consistent Akaike information criterion (CAIC) value of 1843.183 is closer to CAIC for the saturated model (3593.111) than the CAIC for the independence model (65952.87), indicating a good fit.

Having confirmed the model's fit through multiple indicators, the study proceeded to test the hypotheses. The causal relationships revealed that all hypotheses (H1, H2, H3, H4, H5, H6, H7) were accepted, as shown in Table 3.

Table 3

Causal relationships hypotheses	Path	T-value	Std. Coeff	Std. Error	Result
H1	*Organizational Embeddedness →Affective Commitment*	3.02	0.24	0.09	Accepted

H2	*Perceived Organizational Support → Affective Commitment*	3.78	0.28	0.08	Accepted
H4	*Organizational Embeddedness → Work Engagement*	6.79	0.57	0.09	Accepted
H6	*Perceived Organizational Support → Work Engagement*	4.11	0.33	0.08	Accepted
H7	*Work Engagement → Affective Commitment*	7.14	0.47	0.07	Accepted

Based on the analysis results, the total effect of Perceived Organizational Support on Affective Commitment through Work Engagement is 0.45, while the total effect of Organizational Embeddedness on Affective Commitment through Work Engagement is 0.52 shown in Table 4.

Table 4 Total Effect

	Mediate	**Indirect**		**Direct**
1	Work Engagement mediates the relationship between Perceived Organizational Support and Affective Commitment	POS → WE	WE → AC	POS → AC
	T-values	4.07	6.35	4.00
	β	0.34	0.44	0.30
	Total effect	0.45	((0.34*0.44)+(0.30))	
2	Work Engagement mediates the relationship between Organizational Embeddedness and Affective Commitment	OE → WE	WE → AC	OE → AC
	T-values	6.73	6.35	3.03
	β	0.58	0.44	0.26
	Total effect	0.52	((0.58*0.44)+(0.26))	

Based on the Sobel test analysis results, the calculated Z-value is 3.414 > 1.96, indicating that Work Engagement partially mediates the effect of Perceived Organizational Support on Affective Commitment. The calculated Z-value is 4.382 > 1.96, suggesting that Work Engagement partially mediates the effect of Organizational Embeddedness on Affective Commitment shown in Table 5

Table 5. Sobel Tests

Mediation Effect	**Result**						**Conclusion**
	a x b	**a^2**	**b^2**	**SEa^2**	**SEb^2**	**Z**	
Perceived Organizational Support → Work	0.150	0.116	0.194	0.007	0.006	3.414	WE partially mediate the relationship

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Engagement → Affective Commitment							between POS and AC
Organizational Embeddedness → Work Engagement → Affective Commitment	0.255	0.336	0.194	0.008	0.006	4.382	WE partially mediate the relationship between OE and AC

Discussion

The findings of this study shed light on the significant role of organizational embeddedness and perceived organizational support in influencing affective commitment and work engagement among employees. The discussion will elaborate on the implications of these findings and their alignment with existing literature. The results indicate a positive relationship between organizational embeddedness and affective commitment, consistent with the predictions of Social Exchange Theory (Blau, 2017). According to this theory, employees who perceive their organization as supportive and rewarding are more likely to develop a strong emotional attachment and commitment to the organization. This finding corroborates previous research (Teo et al., 2020), emphasizing the importance of organizational support in fostering employee commitment. Furthermore, the study demonstrates that organizational embeddedness and perceived organizational support positively influence work engagement. Employees who feel embedded within their organization and perceive adequate support are more likely to exhibit higher levels of engagement in their work. This aligns with the Social Exchange Theory, suggesting that the provision of resources and support by the organization fosters a sense of reciprocity and obligation among employees, leading to increased engagement. These findings are consistent with prior research indicating a positive relationship between organizational support and work engagement (Ampofo, 2020; Teo, Bentley & Nguyen, 2020).

Moreover, individual perceived organizational support plays a crucial role in influencing employee engagement in work. The study findings suggest that when employees perceive high levels of support and encouragement from their organization, they are more likely to be actively engaged in their work. This underscores the importance of organizational support in facilitating employee engagement and highlights the reciprocal nature of the employee-organization relationship. Additionally, the study reveals that the relationship between organizational embeddedness and affective commitment is partially mediated by work engagement. This suggests that employees who feel deeply embedded within their organization and perceive high levels of organizational support are more likely to be engaged in their work, which, in turn, enhances their affective commitment to the organization. These findings underscore the interrelatedness of organizational factors in influencing employee attitudes and behaviors.

CONCLUSION

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This study examines the impact of organizational embeddedness and perceived organizational support on affective commitment, mediated by work engagement, among millennial employees in Indonesia. The empirical analysis of the data collected from permanent millennial employees reveals several key findings. Organizational embeddedness significantly and positively influences affective commitment. Millennial employees who feel connected to their organization exhibit higher levels of emotional commitment. This suggests that the stronger the employees' sense of embeddedness, the greater their affective commitment to the organization. In line with the findings, perceived organizational support also has a significant positive impact on affective commitment. When employees perceive strong organizational support, they tend to develop a higher emotional commitment to the organization. This indicates that the perception of support from the organization fosters a stronger emotional bond and commitment among employees. The research results also show that work engagement significantly enhances affective commitment. Employees who demonstrate dedication and enthusiasm towards their work are more likely to develop a strong emotional commitment to their organization. Additionally, the study finds that organizational embeddedness and perceived organizational support positively influence work engagement among millennial employees in Indonesia. Employees who feel embedded in their organization show higher levels of engagement and enthusiasm towards their work. Similarly, employees who perceive strong organizational support are more likely to be actively engaged in their work. Furthermore, work engagement partially mediates the relationship between organizational embeddedness and affective commitment, as well as between perceived organizational support and affective commitment. This indicates that work engagement plays a significant role in enhancing affective commitment. Employees who feel connected to their organization, receive organizational support, and are highly engaged in their work exhibit higher levels of affective commitment. In conclusion, the study underscores the importance of organizational embeddedness, perceived organizational support, and work engagement in fostering affective commitment among millennial employees. Organizations aiming to enhance the emotional commitment of their millennial workforce should focus on strengthening these factors to achieve better employee retention.

Managerial Implication

This study provides valuable managerial implications aimed at bolstering affective commitment among millennial employees while simultaneously mitigating their intention to leave the organization. A key focal point lies in enhancing work engagement, particularly by nurturing a sense of enthusiasm and dedication in the workplace. This can be achieved through the establishment of a supportive organizational culture that empowers employees to contribute meaningfully to decision-making processes and offers them opportunities to undertake challenging projects aligned with their skills and interests. Moreover, prioritizing the cultivation of organizational embeddedness emerges as imperative. This entails ensuring that millennial employees feel a strong sense of alignment with the company's values and goals, facilitated through comprehensive onboarding processes and ongoing professional development initiatives. Additionally, fostering robust internal networks

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among employees, coupled with providing substantial support and benefits, can further fortify their commitment to the organization. By implementing these strategies, organizations can create an environment conducive to sustained employee engagement, thereby enhancing overall performance and productivity while reducing turnover rates among millennial workforce segments.

Recommendation

The findings of this research are expected to provide benefits, both directly and indirectly, to relevant stakeholders. Given the importance of studying affective commitment among millennials, particularly considering their lower levels of commitment compared to previous generations, the researchers offer several recommendations for future studies. Firstly, it is suggested that future research adopts a longitudinal approach to better understand the causal relationships between the variables studied. By collecting data repeatedly over an extended period, researchers can analyze changes or evolving characteristics within the population more comprehensively. Secondly, integrating both quantitative and qualitative research techniques is advised. Conducting in-depth interviews with relevant parties can deepen the understanding of phenomena such as job hopping among millennials, providing richer insights into their experiences, perceptions, and motivations. This qualitative approach can complement quantitative data analysis, enriching the overall research findings. Finally, future studies may consider exploring additional mediating variables beyond work engagement or combining work engagement with other variables as mediators. By incorporating additional mediating variables, researchers can gain a more comprehensive understanding of the relationships between the variables under study, identifying deeper mechanisms of how these factors interrelate and influence observed outcomes.

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