



KEPUTUSAN DEKAN FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS MUHAMMADIYAH JAKARTA

Nomor : 121 Tahun 2021

Tentang

PENETAPAN DOSEN DALAM PENUGASAN MENGAJAR
DAN PEMBIMBING SKRIPSI

SEMESTER GASAL TAHUN AKADEMIK 2021/2022

FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS MUHAMMADIYAH JAKARTA

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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 2. Bahwa sebagai perwujudan perlu diterbitkan Surat Keputusan Dekan.

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 8. Qaidah Peruguruan Tinggi Muhammadiyah;
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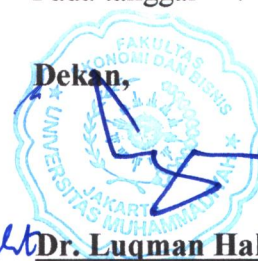
11. Surat Keputusan Rektor Universitas Muhammadiyah Jakarta No. 693 Tahun 2019, tanggal 21 September 2019 tentang Pengangkatan Dekan Fakultas Ekonomi Dan Bisnis Universitas Muhammadiyah Masa Jabatan 2019 – 2023.

MEMUTUSKAN

- Menetapkan** : **KEPUTUSAN DEKAN FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS MUHAMMADIYAH JAKARTA TENTANG PENETAPAN DOSEN DALAM PENUGASAN MENGAJAR DAN PEMBIMBING SKRIPSI SEMESTER GASAL TAHUN AKADEMIK 2021/2022.**
- Pertama** : Nama-nama Dosen yang tercantum dalam lampiran Surat Keputusan ini ditugaskan dalam melaksanakan penugasan mengajar dan pembimbing skripsi Semester Gasal Tahun Akademik 2021/2022, dengan memperhatikan ajuan dari Ketua Program Studi.
- Kedua** : Kepada para Dosen sebagaimana dimaksud /diwajibkan untuk mentaati Kode Etik Dosen dan Standar Pembelajaran yang telah ditetapkan.
- Ketiga** : Biaya yang timbul akibat keputusan ini, akan dibebankan pada Anggaran Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Jakarta.
- Keempat** : Keputusan ini berlaku sejak tanggal ditetapkan dan apabila dikemudian hari terdapat kekeliruan dalam penetapan ini, akan diadakan perbaikan sebagaimana mestinya.

Ditetapkan di : Jakarta

Pada tanggal : 2 September 2021



Dr. Luqman Hakim, S.E., M.Si., Ak
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Lampiran Keputusan Dekan FEB-UMJ

Nomor : 121 Tahun 2021

**PENETAPAN DOSEN DALAM CATUR DHARMA PERGURUAN TINGGI
FAKULTAS EKONOMI DAN BINSIS UNIVERSITAS MUHAMMADIYAH JAKARTA
SEMESTER GASAL TAHUN AKADEMIK 2021/2022**

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Pendidikan Pengajaran	Nama Mata Kuliah	Hari	Prodi	SKS	Kelas	Waktu
		Manajemen Strategik	Selasa	M	2	A
Penelitian	Judul:					
	The Model of Employee Engagement in Indonesia Empirical Study on the Indonesian Millennial Generation					
Pengabdian Masyarakat	Judul:					

Jakarta, 2 September 2021

Dekan,



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The Model of Employee Engagement in Indonesia Empirical Study on the Indonesian Millennial Generation

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The Model of Employee Engagement in Indonesia Empirical Study on the Indonesian Millennial Generation

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Abstract

The purpose of this study was to obtain the result of Perceived Organization Support and Quality of Work Life in the organizational commitment of millennial workers in Indonesia and the involvement of workers as a mediator of mediation. Key data was collected from a questionnaire by the google app and respondents of the millennial worker in Indonesia. At present, the second data in this study was information about thousands of millennial workers in Indonesia. Mathematical analysis using the Structural Equation Model (SEM). The number of samples in this study was 210 people referring to SEM. The results of the study concluded that Organizational Support Identification and Quality of Work Life directly and in part had a positive and significant impact on Employee Involvement. In the meantime, Visual Institutional Support in part has a positive and insignificant impact on the organisation's commitment. The quality of Work Life and Employee Engagement has a positive and significant impact on the organization's commitment. The organisation's tangible support for staff involvement has a positive but insignificant effect on the organisation's commitment. In the meantime, Quality of Work Life through Employee Engagement has a positive and significant impact on the organization's commitment. The end result of employee engagement is important for employees of the next millennium to increase their commitment to the organization.

Keywords

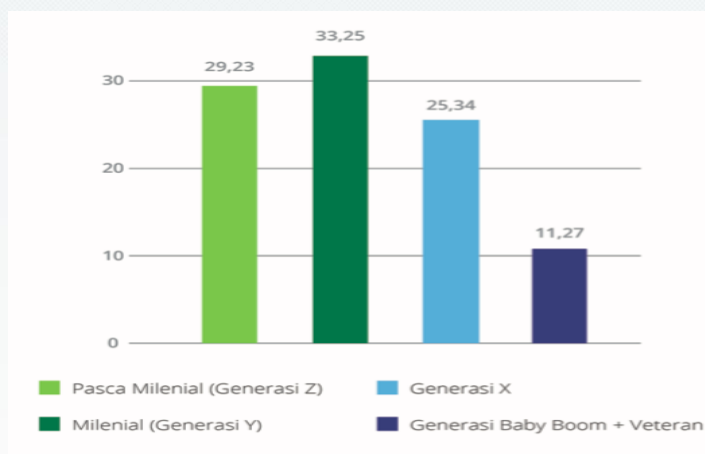
Perceived Organizational Support, Quality of Work Life, Employee Engagement, Organizational Commitment, Indonesia

To cite this article: Nuraeni, Nasri R, Limakrisna N, Prayitno I, and Darto. (2021). The Model of Employee Engagement in Indonesia Empirical Study on the Indonesian Millennial Generation. Review of International Geographical Education (RIGEO), 11(5), 3410-3421. Doi: 10.48047/rigeo.11.05.230

Submitted: 12-11-2020 • **Revised:** 15-02-2021 • **Accepted:** 05-03-2021

Introduction

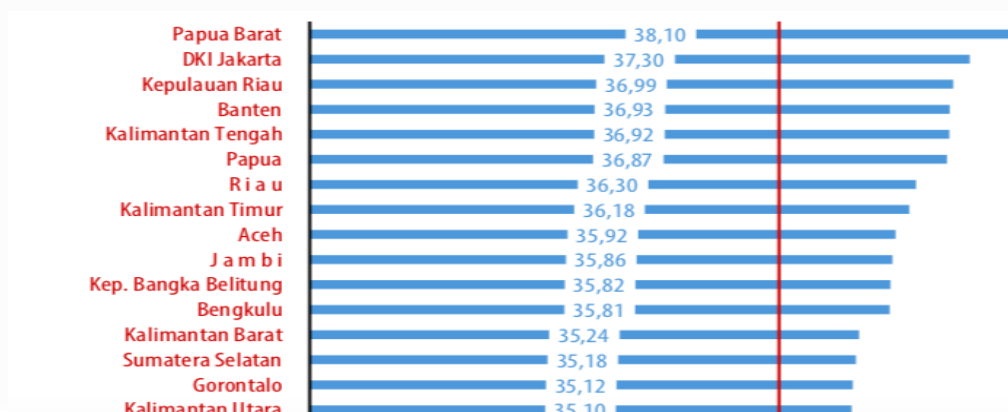
According to the 2017 Susenas (National Socio-Economic Survey), the number of millennial generations or generations born between 1980-2000 is 88 million people, or 33.25% of Indonesia's population.



Source: National Socio-Economic Survey

Figure 1. Population Composition by Generation (percent) in 2017

Currently, the percentage of the millennial generation in Indonesia is the largest number (33.25%), followed by the amount of generation Z (29.23%), generation X (25.74%), and the lowest is the baby boomers and veterans (11, 27%), as shown in Figure 1.



Source: National Economic Social Survey (Susenas), BPS

Figure 2 . Millennial Generation by Province (percent) in 2017

The number which reaches 36% of the total active workforce in Indonesia, makes the way companies work must adapt to the characteristics of the millennial generation to maximize their potential. Thus, the presence of the millennial generation in the world of work provides its color. Currently, the millennial generation is still one of the trending topics in the world of work. Many companies are dominated by millennials, so the presence of this generation born in 1980-2000 in the world of work is a challenge for the organization. Research results from the Center for Human Capital Development (CHCD) PPM Management

- Regarding how long millennial employees will stay in the organization, it was found that the loyalty of millennial employees to stay in a company is relatively lower than non-millennial employees. As many as 58% of millennial employees want to stay in the organization for more than 5 years compared to 66% of non-millennial employees who want to stay in the organization for more than 5 years.
- Regarding the number of organizations that will be a place to work during life, it strengthens the facts above. Millennial employees tend to move to more workplaces than non-

millennial employees. Nearly 45% of millennial employees will work for more than 3 companies, while 60% of non-millennial employees will work for only 1-2 companies.

In the survey "Employee Engagement Among Millennials" which included 1,200 speakers, Dale Carnegie wanted to know the level of employee engagement. (marketeters.com). The survey results show that 9% of millennial generation employees refuse to be involved/disengaged with the company. It is bigger, that is 66% of millennial workers are only partially engaged. This situation must be considered because this group can move to disengaged if the company does not immediately take anticipatory steps. Millennials are known to be tech-literate and dare to take career risks, compared to generation X and baby boomers. The results of a limited survey conducted by Deloitte Indonesia revealed that those who wanted to work for just one year at one company were relatively small, namely 5%, compared to 40.8% of millennial respondents who said that their ideal period was to work in one place. is 3-5 years and 20% of these millennials stated that 1-2 years is the ideal time duration to work in one workplace. This phenomenon needs serious attention from companies because millennials are predicted to dominate the workforce in 2020-2035. (Akyüz, 2012) said that in the past 10 years, the term engagement has emerged as an important issue for the business world, especially in a climate that has gradually emerged from the global economic crisis. (Macey & Schneider, 2008) defines employee engagement as a way to make employees have high loyalty, thereby reducing the desire to leave the company voluntarily. The emotional involvement of employees is very important because they tend to be loyal, productive, and quality work which ultimately has implications for organizational commitment (Macey & Schneider, 2008) defining employee engagement is one way to make employees have high loyalty, thereby reducing the desire to leave the company voluntarily. The emotional involvement of employees is very important because they tend to be loyal, productive, and quality work which ultimately has implications for organizational commitment. Another problem is that employees do not receive organizational support. (Arshadi, 2011) in his research suggests that Corporate Funding Awareness is an organization that confidently reflects on how organizations analyze donations, pay attention to well-being, hear complaints, pay attention to health and focus on goals to achieve and trust management. The Perceived Organization Support provided by the organization to employees, makes employees feel more satisfied and committed to their work. The importance of Quality Of Work Life in someone will have a positive impact on someone's behavior both in the work environment and outside, job satisfaction, increased commitment to the organization, and their performance at work. The work atmosphere that is created will create a Quality Of Work Life that is conducive to achieving organizational goals. Quality Of Work Life covers the concept of quality that employees perceive from all aspects of their membership in the organization. A Good Quality Of Work Life has the potential to improve communication, motivation, and capabilities. Another factor that affects organizational commitment is Organizational Culture, which is a behavior that has become a routine, a belief, and a shared perception of all those involved in the organization to achieve organizational goals and this is what makes the company characteristic to distinguish the company from other companies. (LaGuardia, 2008), Organizational culture is a perception of the share held by the members of the organization, the organizational issues of the organization concerned how members of the organization, not whether the members of the organization such as it or not because members absorb the culture of the organization based on what they see or hear within the organization.

Literature Review

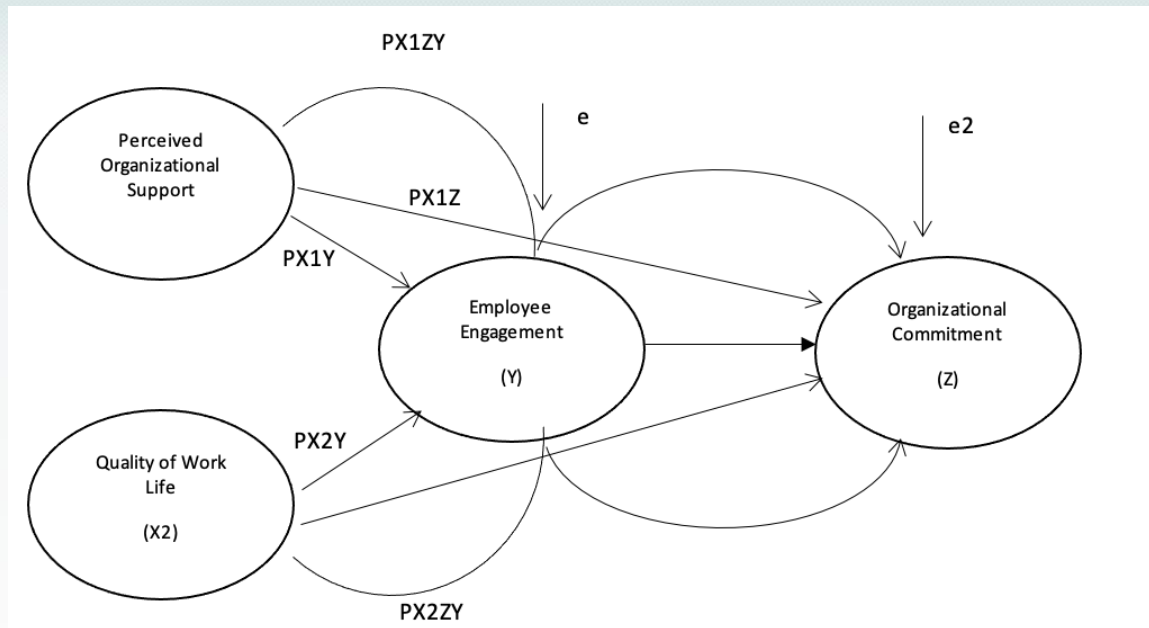
(Alvi, Abbasi, & Haider, 2014) The results of this study confirm that the feeling of the organizers of support (POS) is the prediction that is stronger than Employee Engagement. While (Aktar & Pangil, 2017) stated that the results of his research indicate that the POS could regulate the relationship between the practice of HRM and employee engagement. This shows that with the POS, a relatively low level of perception of employees about the working resource will result in the employees a high level. such as employee engagement levels high. (Macey & Schneider, 2008) In his research, it shows that employee engagement partially mediating the relationship between POS, PE, and employee satisfaction and effective mediation of the relationship between reward and satisfaction. (Meyers et al., 2019), The results of this study show that visible organizational support (POS) has strong relationships and predict employee involvement. Some results did not show an individual measurement result. (Sahni, 2019) in her research, examining the quality of life of the working in the telecommunications industry and examining the relationship between employee engagement and organizational commitment. Research findings confirm an important

relationship between quality of occupational health and organizational commitment, but there is a weak relationship between quality of occupational health and employee engagement. This is the first study examining the relationship between the three essential construction activities; quality of work life, organizational commitment, and employee involvement. (Agyemang & Ofei, 2013) in his study of private companies and the public sector in Ghana concluded that there is a positive and important relationship between employee engagement and organizational commitment. (Lin & Ping, 2016) states that employees often leave because the needs have never been met in the workplace and they do not have the resources to do the work of their organization. This makes it difficult for the organization to improve staff commitment and retain talent in the Workers today. As employees' perceptions of employee independence and involvement are in line with the organisation's past commitment, this study aims to explore the relationship between employee independence and organizational commitment, the relationship between employee engagement. the influence of independence and involvement in commitment. The phase study was conducted on 83 company employees from Private Universities in Malaysia for the purpose of Example. Three large scales are used to measure employee independence, participation, and organizational commitment. Findings in the analysis of the regression of the monarchy revealed that independence and the consequences of independent co-operation and involvement did not predict greater commitment. However, involvement has been found to predict greater commitment. It discusses some of the organizational features and the person who can explain the results of the research. Research limitations and implications have also been shown to determine the orientation of other research findings to predict greater commitment. It discusses some of the organizational features and the person who can explain the results of the research. Research limitations and implications have also been shown to determine the orientation of other research findings to predict greater commitment. It discusses some of the organizational features and the person who can explain the results of the research. Research limitations and implications are indicated for further research reference. The results were no different in Indonesia. (Nayak & Sahoo, 2015), The results of hypothesis testing showed that health and non-health employees have a significant influence on the quality of work life on organizational commitment, job satisfaction on organizational commitment, quality of work life on employee engagement, job satisfaction of the customers. engagement with organizational commitment. (Anggita & Ardana, 2020) examination of conditions in television companies-companies in Indonesia involved three research variables, Organizational Commitment, employee engagement, and feel the support of the organization. The results show that all variables have a positive relationship and involvement of the employees most of the middle of the relationship between organizational support and commitment to effective. (Rai & Maheshwari, 2020) in his research results show that: 1). Job characteristics affect job satisfaction. 2). Employee Engagement affects job satisfaction. 3). Motivation affects job satisfaction. 4). Job satisfaction affects organizational commitment. 5). Job characteristics affect organizational commitment. 6). Employee Engagement affects organizational commitment. 7). Motivation affects organizational commitment. 8). Job characteristics are proven to affect organizational commitment through job satisfaction as an intervening. 9). Employee engagement is proven to affect organizational commitment through job satisfaction as an intervening. 10). Motivation is proven to affect organizational commitment through job satisfaction as an intervening.

Hypothesis

- H1.** Perceived Organizational Support (X1) affects Employee Engagement (Y). (Aktar & Pangil, 2017; Alvi et al., 2014)
- H2.** Quality of Work Life (X2) affects Employee Engagement (Y) (Akyüz, 2012; Anggita & Ardana, 2020; Hair Jr, 2010)
- H3.** Perceived Organizational Support (X1) affects Organizational Commitment (Z). (Albalawi, Naughton, Elayan, & Sleimi, 2019; Nayak & Sahoo, 2015)
- H4.** Quality of Work Life (X2) affects Organizational Commitment (Z) (Daud, 2012; Kermansaravi, Navidian, Rigi, & Yaghoubinia, 2015; Sahni, 2019)
- H5.** Employee Engagement (Y) affects Organizational Commitment (Z) (Agyemang & Ofei, 2013; Rai & Maheshwari, 2020)
- H6.** Perceived Organizational Support (X1) through Employee Engagement affects Organizational Commitment (Z)

H7. Quality of Work Life (X2) through Employee engagement effect on Organizational



Commitment (Z)

Figure 3 . Framework

Methodology

This research is research quantitative, namely testing hypotheses by measuring numbers (Creswell & Creswell, 2017) Quantitative research is based on the positivism paradigm which is logical-hypotheses-verificative. There are three assumptions in the quantitative research process, namely objects/phenomena can be classified, determinism, and symptoms will not change within a certain time. This research method is directed through an explanatory survey, to describe the causal relationship between the variables studied. The data used in this study come from primary data and secondary data, as stated by (Sekaran & Bougie, 2019), "data can be obtained from primary or secondary sources". Primary data in this study refers to data from all research variables collected directly from the research object, namely millennial generation employees in Indonesia through field surveys with a research instrument in the form of a questionnaire, which is distributed through the google form application. Meanwhile, the secondary data needed in this research is data or information relating to the condition of millennial generation employees in Indonesia. Because the exact population is the unknown determination of the sample in testing with the Structural Equation Model (SEM) approach refers to the opinion of (Hair Jr, 2010), at least a ratio of 5 to 10 times the observer variable or at least 5 x the number of indicators required as the research sample can be used. As consideration for testing in this study, the number of indicators is 42, so it can be stated: $5 \times 42 = 210$. Thus, the total sample size in this study was 210 people.

Results and Discussion

Based on the descriptive analysis of the research variables, the recapitulation of employees' perceptions of the four research variables is as shown in table 2.

Millennial generation employees' perceptions in Indonesia on Perceived Organizational Support and Quality of Work Life are in the very high category, while Employee Engagement and Organizational Commitment are in the high category.

Table 1.
Recapitulation of Employee Perceptions of Research Variables

No.	Variable	Average Score	Category
1	Perceived Organizational Support	4.27	Very high
2	Quality of Work Life	4.32	Very high
3	Employee Engagement	4.07	High
4	Organizational Commitment	3.90	High

Source: Research Data Processing Results, 2019

The goodness of Fit Inner Model

Table .2
Model Fit and Quality Indicators of Research Results

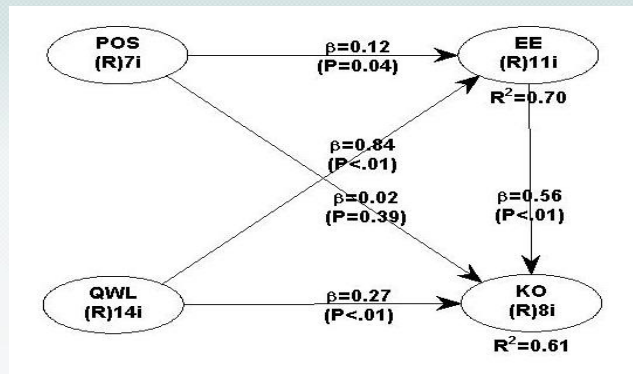
No.	Quality Indicators	Research result	Value Received	Conclusion
1.	Average path coefficient (APC)	0,362 P <0.001	P ≤ 0.05	APC Good
2.	Average R-squared (ARS)	0.652 P <0.001	P ≤ 0.05	ARS Good
3.	Average adjusted R-squared (AARS)	0.647 P <0.001	P ≤ 0.05	AARS Good
4.	Average block VIF (AVIF)	3,987	Acceptable if ≤ 5, Ideally ≤ 3,3	AVIF value Be accepted
5.	Average full collinearity VIF (AFVIF)	3,559	Acceptable if ≤ 5, Ideally ≤ 3,3	AFVIF Value Be accepted
6.	Tenenhaus GoF (GoF)	0.584	Small > = 0.3 Medium > = 0.25 Large > = 0.36	GoF Value Large
7.	Sympson's paradox ratio (SPR)	1,000	acceptable if > = 0,7, ideally = 1	SPR Value Ideal
8.	R-squared contribution ratio (RSCR)	1,000	acceptable if > = 0,9, ideally = 1	RSCR value Ideal
9.	Statistical suppression ratio (SSR)	1,000	acceptable if > = 0.7	SSR Value Ideal
10.	Nonlinear bivariate causality direction ratio (NLBCDR)	1,000	acceptable if > = 0.7	NLBCDR value Ideal

Source: Processed data

Table 2 shows that all indicators of model quality are at ideal or acceptable values, so this research model is stated as a good research model because it fits the data. So, then hypothesis testing is carried out.

Hypothesis test

this study is a study that uses many exogenous latent variables, a large number of samples, and has several variables with interval indicators. This study used a sample of 200 respondents. Therefore, this study uses the PLS-SEM method with WARP-PLS as the software.



Source: Results of PLS Warp Data Processing

Figure 4. Path Model

Figure 4, there is a relationship between exogenous and endogenous variables. If the structural path has a p-value <0.05, it is said to be significant and vice versa if the p-value > 0.05 is not significant.

Table 3

Hypothesis Testing Results

No.	Variable Relationships	Korf. Path	P-Value	Information
1.	POST → EE	0.122	0.039	Significant
2.	QWL → EE	0.843	<0.001	Significant
3.	POST → KO	0.020	0.389	Not Significant
4.	QWL → KO	0.267	<0.001	Significant
5.	EE → KO	0.558	<0.001	Significant
6.	POSTS → EE	0.068	0.084	Not Significant
7.	QWL * KO → EE	0.471	<0.001	Significant

Source: Processed data

After carrying out measurement analysis and structural analysis, the next step is to conduct hypothesis testing and discussion based on table 3 as follows:

H1 Perceived Organizational Support affects Millennial Generation Employee Engagement in Indonesia.

Based on the results of the analysis of respondents' perceptions of the variable description perceived organizational support millennial generation employees in Indonesia, show level perceived organizational support in the very high category with a score of 4.27 in the range 4.24 - 5.03. This shows that the Perceived Organizational Support owned by millennial generation employees in Indonesia is included in the very high category, especially in the dimension of justice support with indicators of career development opportunities and career development opportunities. Opportunities to increase competence. However, there are still several indicators that still need attention and improvement related to Perceived Organizational Support such as the direction in work and responsiveness to the opinions and complaints of subordinates. The results of the data analysis in statistical analysis have proven that Visual Institutional Support has a positive and significant impact on Employee Involvement, especially the support level of 0.122-year-old employees. that the p value was 0.039 <0.05. This shows that if perceived organizational support, especially at the highest level of justice support by focusing on career development opportunities, will be able to make a significant contribution to increasing Employee Involvement, especially to greater potential in terms of business experience of millennial workers. Research facts have therefore proven that visible organizational support had a positive and significant effect on staff involvement. The results of this study are consistent with the findings of (Nazir & Islam, 2017), that there is a significant effect of visible organizational support on employee involvement.

H2 Quality of Work Life Berthed influence on Millennial Generation Employee Engagement in Indonesia.

Based on the results of the analysis of respondents' perceptions of the description of the quality of work-life variable millennial generation employees in Indonesia, the level of quality of work life is in the very high category with a score of 4.32 in the range 4.24 - 5.03. This shows that Quality of Work Life millennial generation employees are included in the very high category, especially in the dimension of job security with indicators of safe working conditions and ensuring security in the workplace. However, several indicators still need attention and related improvements quality of Work-life millennial generation employees such as provide outreach programs, appropriate placement of items, healthy environment for employees, provision of equipment, and employee protection. The results of data analysis with statistical tests proved that there is positive significant effect Quality of Work Life on Employee Engagement especially in the dimension of job security for millennial generation employees of 0.843, the contribution of direct influence is large Quality of Work Life to Employee Engagement to 0.711. Also, the results showed that the p-value was $0.001 < 0.05$. This shows that if Quality of Work Life especially the high level of job security by paying attention to safe working conditions and maintaining security in the workplace will be able to have a significant effect in improving Employee Engagement specially on the vigor dimension by paying attention to the business will of millennial generation employees in Indonesia. The facts of the research have proven that the Quality of Work Life has a positive and significant effect on employee Engagement. The results of this study are in line with those conducted by Riyanto, Ariyanto, and Lukertina (2019), which states that quality work of life significantly affects Employee Engagement.

H3 Perceived Organizational Support affects the Organizational Commitment of the Millennial Generation in Indonesia.

Based on the results of the analysis of respondents' perceptions of the variable description Perceived Organizational Support millennial generation employees in Indonesia, show level Perceived Organizational Support in the very high category with a score of 4.27 in the range 4.24 - 5.03. This shows that Perceived Organizational Support owned by millennial generation employees is included in the very high category, especially in the dimension of justice support with indicators of career development opportunities and career opportunities. Opportunities to increase competence. However, there are still several indicators that still need to get attention and increase related to Perceived Organizational Support for millennial generation employees, such as direction at work and responsiveness to the opinions and complaints of subordinates. The results of data analysis with statistical tests proved that Perceived Organizational Support has a positive and significant effect on Organizational Commitment, especially in dimensions Continuance Commitment employees Millennial generation is 0.020, the contribution of the direct influence of Perceived Organizational Support to Organizational Commitment is 0.0004. Also, the results showed that the p-value was $0.389 > 0.05$. This shows that if Perceived Organizational Support, especially on the high level of justice support by paying attention to career development opportunities, it will be able to influence and not be significant in increasing Organizational Commitment, especially in the dimensions Continuance Commitment by paying attention to working according to company goals carried out by millennial generation employees in Indonesia. Thus the fact of the research results there is positive and significant effect Perceived Organizational Support on Organizational Commitment. The result finding are different from those conducted by (Albalawi et al., 2019), that there is a significant effect of Perceived Organization Support on Organizational Commitment.

H4: the Quality of Work Life have effect on the Organizational Commitment

Based on the results of the analysis of respondents' perceptions of the description of the Quality of Work Life variable millennial generation employees in Indonesia, denotes the level of Quality of Work Life is in the very high category with a score of 4.32 in the range 4.24 - 5.03. This shows that Quality of Work Life millennial generation employees are included in the very high category, especially in the dimension of job security with indicators of safe working conditions and ensuring security in the workplace. However, several indicators still need attention and related improvements Quality of Work Life millennial generation employees like to provide outreach

programs, appropriate placement of items, healthy environment for employees, provision of equipment and employee protection. The results of data analysis with statistical tests proved that there is positive and significant effect of Quality of Work Life on Organizational Commitment, especially in dimensions Continuance Commitment employees millennial generation of 0.267. This path coefficient shows that the contribution of the direct effect is large Quality of Work Life to Organizational Commitment of 0.071. Also, the results showed that the p-value was $0.001 < 0.05$. This shows that if Quality of Work Life especially the high level of job security by paying attention to safe working conditions and maintaining security in the workplace will be able to have a significant effect in increasing Organizational Commitment, especially in the dimensions continuance commitment by paying attention to working according to company goals carried out by millennial generation employees in Indonesia.

H5 Employee Engagement affects the Organizational Commitment of the Millennial Generation in Indonesia.

Based on the results of the analysis of respondents' perceptions of the variable description employee Engagement millennial generation employees in Indonesia, show level of employee engagement is in the high category with a score of 4.07 in the range 3.43 - 4.23. This shows that Employee Engagement is owned by millennial generation employees in the Province Banten already included in the high category, especially in the vigor dimension with indicators of willingness to do business and persistence. However, there are still several indicators that still need attention and improvement related to employee engagement of millennial generation employees such as full concentration, interest in work, and difficulty in letting go. The results of data analysis with statistical tests proved that Employee Engagement has a positive and significant effect on Organizational Commitment, especially in dimensions Continuance Commitment employees Millennial generation is 0.184, this path coefficient shows that the contribution of the direct influence of Employee Engagement to Organizational Commitment is 0.034. Also, the results showed that the p-value was $0.033 < 0.05$. This shows that if Employee Engagement, especially at high vigor by paying attention to the willingness to do business, will be able to have a significant and significant effect in increasing Organizational Commitment, especially in the dimensions Continuance Commitment by paying attention to working according to company goals carried out by millennial generation employees in Indonesia. Thus the fact of the research results that there is positive and significant effect of Employee Engagement on Organizational Commitment. The research finding are the same as those conducted by (Rai & Maheshwari, 2020), that job characteristics, Employee Engagement, Motivation affect organizational commitment.

H6 Perceived Organizational Support through Employee Engagement affects the Organizational Commitment of the Millennial Generation in Indonesia.

Based on the results of the analysis of respondents' perceptions of the variable description perceived Organizational Support millennial generation employees in Indonesia, show level perceived Organizational Support is in the very high category with a score of 4.27 in the range 4.24 - 5.03. This shows that Perceived Organizational Support owned by millennial generation employees is included in the very high category, especially in the dimension of justice support with indicators of career development opportunities and career opportunities. opportunities to increase competence. However, there are still several indicators that still need to get attention and increase related to Perceived Organizational Support for millennial generation employees, such as direction at work and responsiveness to the opinions and complaints of subordinates. The results of data analysis using statistical tests, the magnitude of the indirect effect of Perceived Organizational Support on Organizational Commitment by mediating Employee Engagement is 0.068 which means that Employee Engagement will increase the effect of Perceived Organizational Support on Organizational Commitment. Also, the results showed that perceived organizational support had no significant effect on Organizational Commitment mediated by Employee Engagement because the p-value was $0.084 > 0.05$. The results of this study are different from those conducted by (Anggita & Ardana, 2020) obtained different research results, namely, Employee Engagement partially mediates Perceptions of Organizational Support for Organizational Affective Commitment.

H7 Quality of Work Life the influence of the Millennial Generation Organizational Commitment in Banten Province by Mediating Employee Engagement

Based on the results of the analysis of respondents' perceptions of the description of the Quality of Work Life variable millennial generation employees in Indonesia, Show the level of Quality Of Work Life in the category is in the very high category with a score of 4.32 in the range 4.24 - 5.03 (table 4.7). This shows that Quality of Work Life millennial generation employees are included in the very high category, especially in the dimension of job security with indicators of safe working conditions and ensuring security in the workplace. However, several indicators still need attention and related improvements Quality of Work Life millennial generation employees such as provide outreach programs, appropriate placement of items, healthy environment for employees, provision of equipment and employee protection. The results of data analysis using statistical tests, the size of the indirect effect Quality Of Work Life ter to Organizational Commitment by mediating Employee Engagement of 0.471 means that Employee Engagement will increase influence Quality Of Work Life to Organizational Commitment. Also, the research results show that Quality Of Work Life takes effect and significant towards Organizational Commitment mediated by Employee Engagement because the p-value is $0.001 < 0.05$. The results of this study are the same as those conducted by (Ko, 2021), that there is the influence of the Quality of Work Life on Organizational Commitment with Employee Engagement as an intervening variable.

Conclusion

Increasing Perceived Organizational Support and Quality Of Work Life will increase Employee Engagement. Increasing Perceived Organizational Support, Quality Of Work Life, and Employee Engagement will increase Organizational Commitment. The most importance variable for increasing organizational commitment is Employee Engagement also acts as a full mediating variable in mediating the variables Perceived Organizational Support and Quality of Work Life in increasing the Organizational Commitment of millennial generation employees in Indonesia In this study, the Perceived Organizational Support variable is a variable that has a relatively small and insignificant effect on the organizational commitment of millennial generation employees in Indonesia, so that the Perceived Organizational Support variable is suggested to be included in further research on different research objects. The results showed the partial contribution of the influence of the variables Perceived Organizational Support and Quality of Work Life to Employee Engagement amounting to 70% so there are still 30% it is suggested to carry out further research by including other variables such as organizational culture and work motivation so that it is expected that the contribution of influence to Employee Engagement employees millennial generation can be bigger. This study uses the variables Employee Engagement as a mediating variable (mediating), so that further research is likely to be able to produce different findings when using other variables such as organizational culture and work motivation.

Funding Statement

Special thanks, especially the faculty leaders who have supported this research. This research was fully funded by all the researchers involved and is written as author in this article.

Conflict Of Interest Statement

I hereby declare that, to my knowledge, (1) the work reported in this article has not received financial support from except as previously described and (2) neither I nor any of the other authors have an interest in the lessons discussed in this article.

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