

The Effect of Work Well-being on Job Performance Mediated by Organizational Commitment: A Study on the Indonesian Millennial Generation

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ABSTRACT

Companies are required to adapt in an unstable, complex and ambiguous environment during the revolutionary fourth industrial era, where millennials are bringing challenges towards the managements of human resource by entering the working field. Not only do they look for work-life balance, they also seek to find happiness at work. The research utilizes the paradigm of psychological positivity towards employees' efficiency and their welfare. However, there are still many companies which are less concerned about employee well-being. The companies are often more concerned with organizational performance at the expense of employees. 300 millennial Indonesian employees located in Jakarta were the respondents of this study with results showing how their working comfort positively affect their work efficiency, assisted through their organisational commitment. It also affects their commitments, positively influencing their work efficiency. Not only that, the correlation of beneficial working condition and work efficiency is assisted through these commitments. In addition, managerial and theoretical implications were proposed for further upcoming studies, along with suggestions.

Keywords

Industry 4.0, Job Performance, Millennial Generation, Organizational Commitment, Work Well-being.

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Introduction

Companies are required to adapt in an unstable, complex and ambiguous environment during the revolutionary fourth industrial era (Schwab, 2016; Schwab & Samans, 2016), where millennials are bringing challenges towards the managements of human resource by entering the working field. According to data from the Indonesian Central Bureau of Statistics (2017), by 2030 more than 70% of the workforce in Indonesia will come from the millennial generation. Several studies have shown that millennial employees exhibit different characteristics (Deal & Levenson, 2016; Hershatter & Epstein, 2010; Stewart et al., 2017). They are not just looking for work-life balance, but they want to find happiness in work (Deal & Levenson, 2016).

This research utilizes the paradigm of psychological positivity (Seligman & Csikszentmihalyi, 2000) towards achieving employees' efficiency through improving their welfare (Moore & Tenney, 2012; Schneider et al., 2003). Despite many studies have proven the importance of improving employees' working welfare for their efficiency performance (Oswald et al., 2015; Rothbard & Wilk, 2011; Tenney et al., 2016; Warr & Nielsen, 2018), numerous companies are still neglecting this aspect. They are more concerned with organizational performance at the expense of employees (Cable, 2018). This may be due to inconsistent literature works regarding the correlation of employees' working welfare and their efficiency (Judge et al., 2010; Kagan, 2016; Oswald et al., 2015). Additionally, Tenney et al. (2016) stated to understand the effect of employees' working welfare on their efficiency could be explored to supporting factors for a better and broader understanding.

The correlation of working welfare and efficiency through the assistance of related factors such as low absenteeism,

low turnover, strong motivation and positive relationships were previously studied by multiple research (Call et al., 2015; Diener et al., 2015; Hausknecht & Holwerda, 2013; Moore et al., 2017; Tenney et al., 2016). However, studies made on applying employees' organisational commitments as a supporting factor in affecting working welfare and efficiency is not easy. A study stated how organisational commitments are affected by work welfare (Aminikhah et al. 2016; Top et al. 2015), and ended with a result showing organisational commitments are a predicting factor in work efficiency (Montani et al. 2017).

The goal for this study is focused on examining the correlation of working commitments and efficiency through working welfare, along with the correlation of working welfare on efficiency through organisational commitments.

Literature Review

Performance has been the primary focus of discussions and research on strategic management and organizational behaviour (Colquitt et al., 2017; Hitt et al., 2017). Various studies have shown that company performance can be predicted through the performance achieved by each employee as an individual within the organization (Griffin et al., 2017; Hitt et al., 2017). However, the next question is how to measure an employee's job performance. Based on an in-depth literature study, employee performance measurement can be conducted using two primary methods (Colquitt et al., 2017). The first method is results-based measurement, for example by using key performance indicator (KPI) approach. However, using results to indicate job performance creates some potential problems (Wang et al., 2011).

Therefore, to overcome the problems, scholars in organizational behaviour develop the second method of

measurement that is behavioural-based performance. This approach describes work efficiency to be a compilation of employees' behavioural principles which lead to accomplishing organisational objectives (Motowildo et al., 1997).

Three dimensions that reflect work efficiency are measured, which are in-role or main tasks efficiency, extra-role or additional/related tasks efficiency, and adaptive efficiency. Colquitt et al. (2017) state main tasks efficiency is employees' behaviours in their completing their work). However, sometimes employees go the extra mile (Burris, 2012; Liu et al., 2015). The behaviour of taking additional tasks is done voluntarily by employees which can improve their work settings, and can at times be rewarding or not (Colquitt et al. 2017), also known organisational citizenships' behaviours (Organ, 1988). Additionally, companies need to develop employees' adaptivity in the fourth industrial revolution (Schwab, 2016), including the employees' responsive behaviours towards new, unexpected, or uncertain works (Haneberg, 2011).

The emphasis on organizational welfare has proliferated over the last decade (Tenney et al., 2016), with the purpose to increase efficiency. Through the use of positive psychology model (Seligman & Csikszentmihalyi, 2000), experts have considered the importance of working welfare on the employees and their work efficiency (Bowling et al., 2010; Diener et al., 2018; Ricketta, 2008). A longitudinal research was performed between 1984 to 2011 on the outstanding 100 organisations people should work for in the United States of America (Edmans, 2012).

He concluded that firms with satisfied employees had higher firm value. Furthermore, Moniz and de Jong (2014) also proved that firms with higher employee satisfaction tend to have better performance. Besides, Ertugrul (2013) explains that the role of employee work well-being toward organizational performance is most influential in human-capital- intensive firms. Thus, it can be predicted that companies which have satisfied employees have better performance in the future.

In defining work well-being, we integrate the concepts of subjective well-being dealing with life satisfaction (Diener & Tay, 2015) and psychological well-being emphasizing the meaning of life and self- actualization (Ryff, 2014). The purpose of calculating employees' welfare is to determine how they assess their daily life in certain parts, as well their satisfaction and feelings (Diener et al. 1999).

In addition, seven dimensions consisting of self-acceptance (SA), autonomy (OT), environmental mastery (EM), personal growth (PG), purpose in life (PL), relationships with people (PR), and work-life satisfaction (LS) will represent work well-being in this analysis.

Supporting variables are advised to further analyse the impact of workplace welfare towards work efficiency (Tenney et al. 2016). It was proven how workplace welfare is effective on employees' commitments, and the commitments can foresee the work efficiency (Aminikhah et al. 2016; Top et al. 2015; Montani et al. 2017)..

Multiple researches on organisational commitments have applied the constructions by many researchers (Meyer & Allen, 1997; Tsoumbris & Xenikou, 2010; Fu & Deshpande, 2014). Organisational commitments consist of three facets (Meyer & Allen, 1997) which are; affective commitments

(employees' sentimental bond established towards the organisation, whereby commitments resulted from inner self); continuance commitments (employees psychologically bonded with the organisation due to economy and cost incur when leaving the organisation); and normative commitments (employees' professional responsibilities towards the organisation). For this research, commitments are defined to be an established bond of employees' psychology towards the organisation, consisting of the inclination of staying in the organisation, providing active contribution, and being accountable for given works (Klein et al., 2012; Meyer & Allen, 1997; Montani et al., 2017).

Workplace welfare allows the creation of sentimental commitments for the employees towards the organisation (Meyer & Maltin, 2010). Not only that, it was shown how satisfaction resulted to individuals willing to stay and be part of the organisation (Cooper-Hakim & Viswesvaran, 2005; Harrison et al., 2006). Previously, researches showed how there is a considerably high correlation of workplace welfare and organisational commitments (Albrecht, 2012; Aminikhah et al. 2016; Fu & Deshpande, 2014; Top et al. 2015). Hence the hypothesis is developed as follow:

H1: Employees' work well being has a positive association on organizational commitments.

Employees' commitments on the organisation lower the chances of them of withdrawing, physically and psychologically (Colquitt et al. 2017). Hence, commitments result to employees taking extra-miles from their main tasks, and be more contributing and improving work efficiency (Gu et al, 2017; Hou et al. 2011). Numerous sectors and nations also show how organisational commitments are positively influenced by work efficiency (Dhar, 2015; Pons et al. 2016; Xerri & Brunetto, 2013). We therefore consider the following hypothesis:

H2: Employees' organizational commitments has a positive association on job performance.

Employees who are satisfied with their work tend to better perform and have higher salary, better skilled, as well having higher creativity on tasks completion and concepts (Bouckenooghe et al., 2013; Ford et al., 2011; Koo & Suh, 2013; Warr & Nielsen, 2018; Tenney et al. 2015; Kaufman & Sternberg, 2010). It is also found content employees are more open to innovative changes and solving-problems solutions for better business efficiency, along with higher productivity (Jiang & Tagard, 2014; Oswald et al. 2015). Workplace welfare could also foresee the upcoming efficiency of an employee (De Neve & Oswald, 2012). We therefore consider the hypothesis as follow:

H3: Employees' work well-being has a positive association on the performance

Materials and Methods

This research is quantitative research with individuals as the unit of analysis. The population used is Indonesian millennial employees within the digital business sector in Jakarta. Data collection was conducted at one time (cross-sectional) through a survey using questionnaires. It was initiated through random selection of companies to be the target then narrowing down using sample methodology for

selected respondents in each company. From 300 distributed questionnaires, 256 were valid to be analysed.

Structural equation modelling through Lisrel 8.8 is applied to evaluate the hypotheses and model. Following Anderson and Gerbing (1988), we conducted two-stage analysis. The analysis was first analysed using confirmatory factor method (Doll et al., 1994) and followed by the structural model. Parcelling method was applied as well to verify the multidimensional factors (Little et al., 2002). The reliability of the constructed model and extraction of variance were also tested.

When the model is deemed to be fit, the hypotheses are compared using t-value with the variables being more than critical value ($t \geq 1.96$ with $\alpha = 0.05$) to be significant

Results

The respondents consist of those with an average age of 30 (SD=2.31), comprised of 59% males and 41% females who are currently working for a company of minimum of 2 years. As shown in Table 1, the average value for each dimension is generally above the median of the measuring instrument (median= 3.50). This indicates that the respondents have a reasonably good score on each dimension for testing the variables

Table 1. Descriptive statistics

Variable	Dimension	Mean	SD	Remarks
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Table 2. Validity and reliability testing

Variable	Dimension	Standardized factor loadings	AVE	CR
Work well-being	SA	0.71	0.62	0.92
	OT	0.86		
	EM	0.87		
	PG	0.87		
	PL	0.60		
	PR	0.66		
	LS	0.87		
Organizational Commitment	Affcomm	0.56	0.68	0.86
	ConComm	0.87		
	Norcomm	0.99		
Job Performance	In-rolePer	0.90	0.71	0.88
	Extra-rolePer	0.97		
	AdaptPer	0.61		

The hypothesis test was done through the comparison of t-value with the critical t-value of 95% confidence level ($t \geq 1.96$). The obtained result showed a high correlation of workplace welfare and employees' commitments ($t = 6.76$), and a positive correlation of the commitments on work efficiency ($t = 2.30$), and a significant relation of workplace welfare towards work efficiency ($t = 2.52$). Sobel z-value (Jose, 2013) was measured alongside as to determine a

Age		3	2.31	
Tenure		2.61	0.73	Min 2 yrs
Work well-being	SA	4.15	0.83	
	OT	3.97	0.58	
	EM	4.59	0.91	
	PG	4.01	0.72	
	PL	4.37	0.69	
	PR	4.82	0.46	
Organizational Commitment	LS	3.79	0.57	
	Affcomm	4.06	0.40	
	ConComm	3.72	0.61	
Job Performance	Norcomm	3.61	0.46	
	In-rolePer	5.23	0.88	
	Extra-rolePer	4.38	0.79	
	AdaptPer	5.02	0.39	

Table 2 shows the analysis measuring the confirmatory factors is $SFL > 0.5$ which state its validity (Igbaria et al., 1997). The latent variables used for this analysis is deemed to be reliable with the value being more than 0.7, and all extracted variance is more than 0.5 (Wijanto, 2015). Not only that, the construct is considered fit for data analysis with the value being $RMSEA = 0.079, NFI = 0.94, NNFI = 0.96, CFI = 97, IFI = 0.97$.

substantial effect of presenting mediating factors within the construct. Table 3 and Figure 1 show the findings for this.

Table 3. Hypothesis testing

Hypothesis	t-value	Estimate	Remark
H1: Employee work well-being is positively correlated with organizational commitment	6.76	0.66	H1 accepted
H2: Employee organizational commitment is positively correlated with job performance	2.30	0.30	H2 accepted
H3: Employee work well-being is positively correlated with job performance	2.52	0.52	H3 accepted

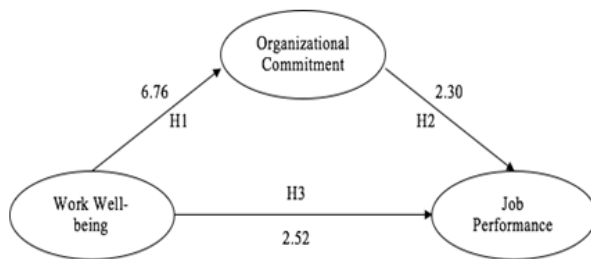


Figure 1. Research model with t-values (p<0.05)

Therefore, not only does workplace welfare directly affect work efficiency (0.32 or 62%), but also indirectly affect the work efficiency through the mediation of working commitments (0.20 or 38%). As for the result that shows the whole effects of workplace welfare and work efficiency is at 0.52. On the other hand, the correlation of working welfare and work efficiency is facilitated by organisational commitments.

The findings indicate how employees who experience more welfare in their workplace will have better working efficiency, and this correlates to working commitments.

The correlation of working welfare and efficiency is strongly affected, both directly and indirectly, by work commitments. While the direct effect (62%) is much greater from the indirect effect (38%), the ratio in terms of regression coefficients, indicates that the working welfare impact on efficiency is important with work commitments as a mediating factor.

Discussions

Our findings align with the findings of several studies. These studies show how employees’ working welfare is positively impactful on their working commitments (Albrecht; 2012; Aminikhah et al. 2016; Fu & Deshpande, 2014; Top et al. 2015). Employees as individuals are most likely to retain resources that satisfy their psychological needs (Hobfoll, 2011). They will also retain the job that gives them well-being. Hence, employees will be psychologically attached towards companies through their

organisational commitments, through the facilitation of workplace welfare (Meyer & Maltin, 2010).

Afterwards, it was found that work efficiency is positively impacted by work commitments, and this is similar to the study (Gu et al., 2017) which stated employees with high commitment will go an extra-mile in reaching their work objectives. Similarly, a previous study stated highly committed employee will result in a more creative behaviours and have better work performance (Hou, et al., 2011). Not only that, studies regarding employees’ working commitments and work efficiency were also sought upon in numerous sectors and nations (Dhar, 2015; Pons et al., 2016; Xerri&Brunetto, 2013).

Similar to previous studies, the result obtained show how there is a positive correlation of work efficiency towards working welfare (Bouckenoghe et al., 2013; Ford et al., 2011; Koo & Suh, 2013; Warr & Nielsen, 2018). Employees with high satisfaction and affection on their job are more flexible mentally and attentive, resulting to a better and creative ways in work completion, as well going extra miles and have a higher productivity (Kaufman & Sternberg, 2010; Shipton et al., 2006; Oswald et al., 2015). Not only that, they are more open and adaptable to innovative changes, and more skilled in their tasks (Jiang&Tagard,2014; Tenney et al., 2015). Working welfare could also be used in predicting employees’ efficiency (De Neve & Oswald, 2012).

This analysis shows how there is a substantial impact towards working commitments and employees’ work efficiency. Not only that, the effect of working welfare is shown to be directly and indirectly effective on the employees’ working commitments, which shows a similar result from previous research. Employees’ satisfactory rate on their job is believed to be their emotional state towards their tasks, whereby work welfare is a contributing aspect, yet satisfaction is not only focused on tasks but also on the relation among workers, managerial aspects, or supervisions (Johnson et al., 2018). Due to this, dimensions of working welfare are: independence, accepting of one-self, individual developments, life purpose, environmental mastery, relations with people, and work-life satisfaction. In our view, work well-being is more suitable for evaluating the attitudes and behaviour of employees from the millennial generation. They could combine what they perceive as satisfaction and their ability to self-actualize.

Developments in the managerial theory is a contribution for this research, particularly theories on the paradigm of positive psychology. This paradigm strongly emphasizes strategies to improve the performance of employees and organizations through a positive approach for increasing employee well-being. Further analysis including wider variables could be examined which works simultaneously in determining working welfare and employees’ commitments. Hence, providing broader understanding on ways to be applied in the improvements of the employees and their work efficiency.

Conclusions

Inconsistencies on working welfare impacting work efficiency were mentioned within this analysis. The welfare

of employees was shown to have a significant impact on their working efficiency, which was shown both direct and indirect through commitments as a mediating factor. Work commitments also positively impact working welfare and efficiency. Not only that, working welfare and work efficiency is affected by work commitments as a mediating factor. Thus, employee performance could be enhanced through a positive approach to work well-being and organizational commitment

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