



Resilience and Career Commitment on Millennial Employee: A Moderated Mediation Model of Work Engagement and Role Modelling

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Abstract. The purpose of this research is to broaden the understanding of how resilience influences employee career commitment in the world of work mediated by work engagement and moderated by role modelling. A quantitative study using an online questionnaire was conducted on 415 millennial generation respondents who worked in the Fast-Moving Consumer Goods (FMCG) sector in Indonesia. Structural Equation Method (SEM) using AMOS was used to analyze the hypotheses. The analysis's findings indicated that work engagement's mediating effect on resilience to career commitment had a positive and significant effect. Analysis findings also revealed that the role of role modelling as a moderator was able to strengthen the link between ego-resilience and career commitment through work engagement. FMCG companies need to pay attention to and improve employee resilience which in turn will increase employee work engagement, and ultimately affect employee career commitment.

Keywords: Career commitment · Resilience · Work engagement · Role modelling

1 Introduction

The manufacturing industry has been the engine of national economic growth in various countries for many years [1]. Fast-Moving Consumer Goods (FMCG) then became one of the leading sectors that grew and expanded rapidly in line with human needs. Notably, researchers and practitioners generally believe that the FMCG industry suffers from a serious problem with low career commitment. This is related to the fast-changing working environments that come with uncertainty and ultimately resulted in profoundly affected organizations and employees. Furthermore, high turnover rates in the FMCG industry encourage individuals to reconsider their career paths [3]. Therefore, FCMGs companies need to commit the necessary resources to create strategies and interventions in order to identify various needs, abilities, and aspirations of their employees to increase employee career satisfaction [4], and in turn, will increase their career commitment.

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Career commitment refers to employees' beliefs, feelings, and acceptance of the values and goals of each organization, as well as their willingness to be part of the organization to improve the organization's career path [5, 6]. Conversely, workers with a low level of career commitment are more likely to switch careers or wish to change their current occupations [7].

Meeting the diverse needs of customers is challenging. High-engagement employees are required in order to accomplish it [8, 9]. As a result, maintaining service excellence depends critically on engaged employees [9]. However, at this time, there is no recent related research exploring the correlation between work engagement and career commitment on FMCG employees. Thus, the research on how to enhance employees' work engagement and career commitment is a crucial topic that needed to be discussed further.

The extent to which a person is committed to his chosen career is reflected in his persistence in pursuing that career goal. Everyone also needs resilience to be able to survive in the chosen career. According to the study about resilience for workers [10, 11], resilience has evolved into a fundamental paradigm to consider risks and hazards in the workplace, particularly when the business environment is faced with developments such as economic crisis, migration, and globalization. High resilience will motivate employees to be more involved in their work [12]. Recent studies have resulted in the fact that employees who are invested in their work will be able to handle the challenges and demands of work better [13]. In line with this research, previous research [14] showed that positivity increased the likelihood of long-term planning and goal setting in workers. Thus, employees who have high engagement in their work will be able to build various knowledge and skills themselves and will have an effect on long-term career goals. In recent years, the issue of role modelling by leaders has been drawing more attention [12–15]. Specifically, according to leadership research, role modelling had an impact on the link between employee career commitment and work engagement [12]. This study assumes that role modelling might play a significant situational role that influences the relationship between FMCG employees' work engagement and their career commitment. Based on the description, this study aims to analyze the personal and situational factors of work that optimize the role of work engagement on career commitment by investigating an individual's resilience and the moderating function of role modelling.

2 Methods

This study applied a quantitative approach or statistical analysis [32]. The samples were chosen using a purposive sampling strategy since the criteria for selecting participants and respondents were defined before the data collection stage [33]. There were three key criteria for inclusion in the study. First, the respondents had to be an employee who worked in the Fast-Moving Consumer Goods (FMCG) Industry in Indonesia, for at least 1 year of work experience, as it was expected that a one-year period would allow the respondents' time to know more and appreciate their career choice. Second, the respondents should be a part of the Millennial Generation, now ranging in age from 25 to 40. Lastly, the respondent specifically had to have a direct reporting relationship with the senior management. Participants were invited to take part in an online survey. The data were collected using an online questionnaire using Google Forms.

This study used a 73-item questionnaire with a seven Likert scale (ranging from 1 measuring “Strongly Disagree” to 7 measuring “Strongly Agree” [34]), derived from previous research conducted in career studies. The measurement of resilience (ego-resilience) scales was based on the fourteen-item scale [14], and the measurement of work engagement was based on the seventeen-item scale [35]. As a moderating variable, three items developed and validated were used to measure role modelling [36]. Career commitment was measured with a twenty-four-item scale [37]. All of the data were collected from 415 employees of the FMCG’s millennial employees who worked in Indonesia. The data collection was conducted from March until May 2022. In this study, the Analysis of Moment Structure (AMOS) program was used for SEM analysis through the Confirmatory Factor Analysis (CFA).

3 Results and Discussions

3.1 Data Analysis

The measurement model in this study used a second-order (2nd-order Confirmatory Factor Analysis) measurement model. The variables that had dimensions were the resilience variable, the work engagement variable, and the career commitment variable. The results of the measurement model were then tested for goodness of fit to find out whether a model is called feasible and whether a sample has high suitability for a predetermined population. Based on the results of the compatibility test of the second-level structural model, there were five (5) measures that demonstrated good fit models. Which were ECVI, CFI, IFI, AIC and CAIC that have met the required cut-off value, indicating that the research model was appropriate to be analyzed and met the standard criteria for testing the proposed hypothesis.

The results of analyzing the validity and reliability of the measurement model revealed that all the research indicators were valid (meet the standard value of SLF ≥ 0.5). All indicators were also reliable because they met the requirements for CR ≥ 0.7 , and AVE ≥ 0.5).

3.2 Structural Model

Structural model analysis in this study was used to answer the research hypothesis. The results of structural modelling in Structural Equation Modelling (SEM) are presented in Fig. 1.

The path diagram in the model’s estimated value is shown in the diagram above. The estimated value of the path diagram is the value that lies on the line connecting one variable to the other variables. A summary of the overall structural model fit and the supposed structural relationships between constructs was provided in this section. Five (5) good fit analyses that the proposed structure used to fit the observed covariance matrix are ECVI (7.51), CFI (0.936), IFI (0.936), AIC (0.793) and AIC (3109.026).

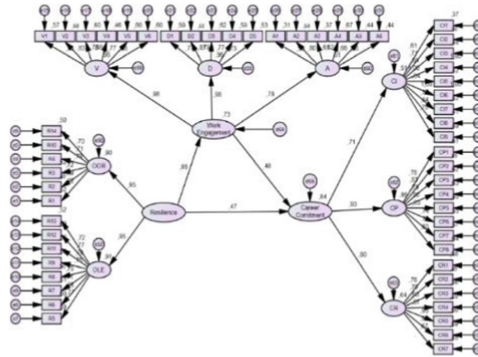


Fig. 1. Path Diagram of the Structural Model

3.3 Causal Relationship Analysis

This research contained of 5 hypotheses that proceeded by AMOS. Using the Structural Equation Modelling (SEM) analysis method, the causal relationship analysis represents the presence or absence of a relationship between variables. The results of the analysis of causality are presented in Table 1 as follows.

Based on the results of the Structural Equation Modelling (SEM) analysis in Table 1, it can be concluded that there is a positive correlation between the resilience variable and the work engagement variable. According to the results of hypothesis testing, the estimated effect of resilience on work engagement is 0.855, p-value ($p < 0.05$). This value demonstrates that work engagement is significantly and positively impacted by resilience. This result supports Hypothesis 1.

According to the results of the hypothesis test, work engagement is interpreted to have a positive influence on career commitment. The estimated value of the effect of work engagement on career commitment is 0.484, and the p-value is less than 0.05 ($p < 0.05$). The analysis' findings demonstrate that work engagement influences career commitment in a positive and significant way, supporting Hypothesis 2.

Resilience has proven to positively influence employees' career commitment. It is proven from the results of hypothesis testing that the estimated value of the influence of resilience on career commitment is 0.470, the p-value is smaller than 0.05 ($p < 0.05$). The findings of this analysis demonstrate that career commitment is significantly and positively impacted by resilience.

Table 1. Causality Relationship Analysis

Causality		Est.	S.E.	C.R.	P
WE	← RE	0,855	0,079	12,703	***
CC	← WE	0,484	0,049	5,747	***
CC	← RE	0,470	0,058	5,499	***

WE: Work Engagement; RE: Resilience; CC: Career Commitment

Table 2. Mediation Relationship Testing

Path	A	B	SE A	SE B	<i>T-value</i>	<i>P-value</i>
<i>RE</i> → <i>WE</i> → <i>CC</i>	0.855	0.484	0.079	0.049	7.296	0,000

3.4 Mediation Effect Analysis

The work engagement variable acts as a mediating variable. By examining the relationships between the independent variable and the mediating variable as well as the relationships between the mediating variable and the dependent variable, it is possible to determine the role of the mediating variable in the research model. Testing the significance of the role of the work engagement variable in mediating the indirect effect was tested using the Sobel test presented in Table 2.

The p-value for the role of work engagement in mediating the effect of resilience on career commitment is significant with a t-value of 10,030 (t-value > 1.645) and a p-value of 0.0000, where this value is less than 0.05 (p-value 0.05), according to the results of testing the mediating effect of the work engagement variable on the relationship between resilience and career commitment. Therefore, it can be concluded that the work engagement variable has a positive and significant mediating effect on the relationship between resilience and career commitment. Therefore, Hypothesis 3 is supported.

3.5 Moderated-Mediation Analysis

In this study, the absolute difference method was used, which was done by regressing the absolute difference of the standardized independent variable with the hypothesized variable as the standardized moderating variable. The result of the moderated-mediation testing can be seen in Table 3.

Table 3. Moderated-Mediation Testing

Path	Est.	SE	P-value
Direct Effect			
RE - WE	0,861	0,08	***
WE - CC	0,505	0,05	***
Moderation	1,135	0,591	***
Indirect Effect			
RE - CC (Moderation)	0,435	0,059	***
RE - CC (No Moderation)	0,414	0,056	***

The results of testing the moderating effect were carried out by interacting with the work engagement variable and the role model. The results of the analysis indicate that the relationship between work engagement interactions with role models on career commitment is significant and positive. This result is obtained with an estimated coefficient of 1.135 and a p-value of *** ($P < 0.05$), thus supporting Hypothesis 4.

In order to determine the role of the moderating variable in role modelling, two (2) indirect effect tests were conducted. The first test was carried out without the moderating variable and the second test was carried out with the moderating variable. If a comparison is made, the resilience variable with moderation from the role modelling variable produces a larger value ($0.435 > 0.414$). This suggests that the role model as a moderator was successful in enhancing the indirect relationship between resilience and career commitment. The findings of this study suggested that employees' perceptions of leaders as role models were able to moderate the strength of the mediating relationship between resilience and career commitment through work engagement, such as the mediation relationship becoming stronger when employees perceive the leader as a role model. This result confirms hypothesis 5.

This study looked into the mediating role of work engagement in the relationship between individual resilience and career commitment in order to gain a better understanding of how organizational support for an employee's resilience affects career commitment. The study revealed a positive relationship between resilience and work engagement, which in turn had a positive effect on career commitment. The self-determination theory's argument is similar to the one in favor of this theory (Deci & Ryan, 2000). The analysis's findings suggested that the more resilient FMCG employees are, the higher their level of work engagement will be.

A positive correlation between work engagement and career commitment was also found. The findings indicated that the relationship between resilience and career commitment was moderated by work engagement. The study's results also showed that the relationship between work engagement and career commitment was successfully moderated by employees' perceptions of leaders as role models.

4 Conclusion

Today's unpredictable workplace makes it essential to comprehend each and every factor that motivates workers to devote themselves to their careers. According to the result, various conclusions could be made. Five hypotheses were developed for the study and all of them were supported based on the data analysis. Based on the research results, as expected, it can be concluded that employees' resilience could increase their work engagement (H1); career commitment was positively impacted by work engagement (H2); the relationship between resiliency and career commitment was mediated by work engagement (H3); the relationship between work engagement and career commitment was moderated by role modelling (H4); and the strength of the mediating relationship between resilience and career commitment through work engagement was moderated by employees' perception of the leader as a role model, making the mediation effect stronger and more beneficial when employees see leaders as role models (H5).

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