Why Millennials Didn't Stay? The Role of Employee Engagement as A Mediator in The Relationship Between Person-Organization FIT and Organizational Commitment

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Abstract. The millennial generation is known as a generation that likes to change occupations, so they are considered less committed to their work. The main reason why millennials often change occupations is because there is a mismatch between the working conditions, values, and culture adopted by millennials and their work. Therefore, an organization needs to have congruent values, culture, ways of fulfilling needs, and organizational goals with employees from the millennial generation. This overall fit is called Person Organization FIT or P-O Fit. P-O fit has previously been found to have a significant role in predicting employee commitment. However, the portion of this influence is still minimal, so researchers hypothesize that other variables are needed to bridge the interaction between P-O Fit and Organizational commitment. Based on the literature analysis, the employee engagement variable is considered suitable as a bridge or mediator variable to strengthen the relationship between P-O fit and organizational commitment. This research was conducted on 277 respondents, millennial employees in Indonesia. The data collection method used was a survey method with purposive sampling. This research found that P-O Fit is proven to need to be mediated by employee engagement in predicting Organizational commitment. This is because after the indirect effect occurs, the relationship between P-O Fit and Organizational Commitment becomes insignificant, resulting in a fully mediated interaction between P-O Fit and Organizational Commitment mediated by Employee Engagement.

Keywords: Millennials, Employee Engagement, Organizational Commitment, Person-Organization Fit.

1 Introduction

The Millennial generation dominates the world of work in Indonesia. Based on the *Angkatan Kerja Nasional* Survey, the workforce participation rate of the Millennial generation has reached 68.63% [1]. According to [2], the millennial generation is a group of individuals born in 1984 - 2004. This millennial generation can access greater

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information and technological developments. Because technological advances raised them, this millennial generation has several characteristics, namely being creative, informative, passionate, and productive [3]. When getting into employment, the millennial generation is familiar with technology and can adapt quickly to technological advances. Broad access to information makes them tend to be less committed to the organization and like to explore new things [4]. If the company cannot meet the millennial generation's needs, then they will not hesitate to quit or look for work elsewhere [5]. This is also supported by a survey conducted by The Deloitte Global Millennial in 2019, where the results of this survey showed that the millennial generation in the workplace stated that they would change jobs within two years if possible [6]. [7] stated that one of the reasons millennials move from job to job is that millennials' motivation to work is influenced by mission and goals. In addition, when millennial employees feel that the workplace does not meet their expectations in terms of salary, work environment, and culture, they tend to submit a letter of resignation very easily [8]. Because of this habit, the millennial generation is considered to be employees who are not loyal and have no commitment to the company when they enter the world of work [9].

Commitment is one of the biggest challenges companies face today, especially in maintaining the commitment of millennial employees so that they can survive in the organization and achieve productivity. Organizational commitment is the desire to continue being a group member, showing a high willingness to contribute to the organization, and having the belief and desire to accept the values and goals of the organization [10]. In other words, organizational commitment reflects the attitude of employee loyalty toward the organization. It is an ongoing process in which members of the organization show their concern for the success and progress of the organization on an ongoing basis. Employees who are committed to their company tend to identify with the goals and objectives of their organization and want to remain in their organization [11]. [12] explains that employees and organizations will be negatively impacted when their employees have low commitment, which will benefit the organization when they have high commitment. In addition, organizational commitment is also related to the extent to which employees feel they have organizational values and prefer to help the organization [13], which is likely to increase the perception of fit between individual and organizational characteristics [14]. Previous research has shown that this fit relates to various job responses [15], [16]. When personal and organizational attributes are aligned, satisfaction and performance tend to increase, while stress decreases [17], [18]. Meanwhile, according to [19], to improve employee performance and support the company, there must be a match between individual and organizational values.

The fit between individual values and the organization is called person-organization fit (P-O fit) [20]. Complementary fit occurs when there is an alignment of employee and organizational values. This concept refers to the extent to which a person's values, goals, and personal characteristics match the culture and values of the company where they work. A good person-organization fit occurs if there is a fit between individual values and organizational values [15]. Person-Organization Fit explains the relationship between individual suitability with the values of an organization (value congruence), suitability of goals that are aligned with the organization's leaders or colleagues (gold congruence), fulfillment of employee needs between needs, organizational systems,

and organizational structures (employee need fulfillment), and suitability between individual characteristics and organizational culture (culture personality congruence) [20]. [21] research revealed a positive and significant relationship between P-O fit and organizational commitment, which explains that high P-O fit will result in high organizational commitment and vice versa. Previous studies conducted by [22], [23], [15], [20], and [24] also explained that there is a consistent positive relationship between P-O fit and organizational commitment. As stated by [25], P-O fit is an approach to commitment characterized by concern for a contextual approach to values. In addition, research by [26] also shows that P-O fit is a variable that can predict organizational commitment, where the higher the P-O fit, the higher the level of organizational commitment [27], [28]. Thus, it can be said that if P-O fit can increase employees' responses to their work environment, then increased commitment to the company will likely increase employees' perceptions of the alignment between their values and the company's values.

However, the relationship between P-O fit and organizational commitment is not always direct and simple and still requires further explanation. The existence of employee engagement reflects the extent to which employees feel excited, engaged, and motivated in their work. Employee engagement is a positive psychological state that is active and engaged in work that is operationalized by the intensity and direction of cognitive, emotional, and behavioral energy [29]. Behaviorally engaged employees see themselves as psychologically willing to give more and often go above and beyond in ways that characterize their forward movement [30]. When an employee has a fit between personal values and organizational values (P-O fit) in the place where they work, they will tend to be engaged in their work and organization. Employees will feel more motivated to contribute to their work and organization which will later give rise to positive feelings in them such as high enthusiasm for work and not making their work a burden so that they do not work just for a salary, or just for a promotion, but work in the name of organizational goals [31]. In addition, when there is employee engagement in an organization, they will have a very strong emotional bond to identify and involve themselves with the organization, such as being able to show a sense of belonging to the company, increasing involvement in organizational activities, and wanting to achieve organizational goals. They also tend to feel obliged to stay in the organization because they feel that this work is important and receive good support from superiors and co-workers, and this encourages them to stay and progress in the organization because of the benefits [32]. [33] found that a strong P-O fit will result in higher levels of employee engagement. This assertion is substantiated by the empirical investigation conducted by [34], which revealed that person-organization (P-O) fit positively correlates with heightened levels of employee engagement, thereby facilitating the optimal utilization of their knowledge, skills, and abilities in their respective roles. In addition to the influence exerted by P-O fit, it is noteworthy that organizational commitment significantly affects employee engagement. [35] established a substantial positive correlation between employee engagement and organizational commitment. Furthermore, [36] indicated that employees exhibiting elevated levels of engagement can impact their continuance commitment. Thus, it can be assumed that employee engagement is a

critical factor mediating the relationship between P-O fit and organizational commitment among millennial employees.

Previous studies have not much-discussed employee engagement as a mediator variable between P-O fit and organizational commitment. Theoretically, employees will be more engaged with their work when their norms and values align with the organization, so they will desire to stay in the organization. Therefore, this study aims to examine the role of employee engagement as a mediator variable in explaining the relationship between P-O fit and organizational commitment in millennial employees in Indonesia.

Based on the theoretical study that the researcher conducted, the researcher presented four hypotheses to be tested in this research, namely:

H_1: P-O Fit has a significant influence on Organizational Commitment. The higher the P-O Fit, the higher the Organizational Commitment that Millennial Employees have

H_2: Employee Engagement has a significant influence on Organizational Commitment. So, the higher the Employee Engagement, the higher the Organizational Commitment of Millennial employees.

H_3: P-O Fit has a significant influence on Employee Engagement. So, the higher the P-O Fit, the higher the Employee Engagement among Millennial employees

H_4: Employee Engagement mediates the relationship between P-O Fit and Organizational Commitment.

More clearly, this research hypothesis can be seen in the research model in Figure 1.

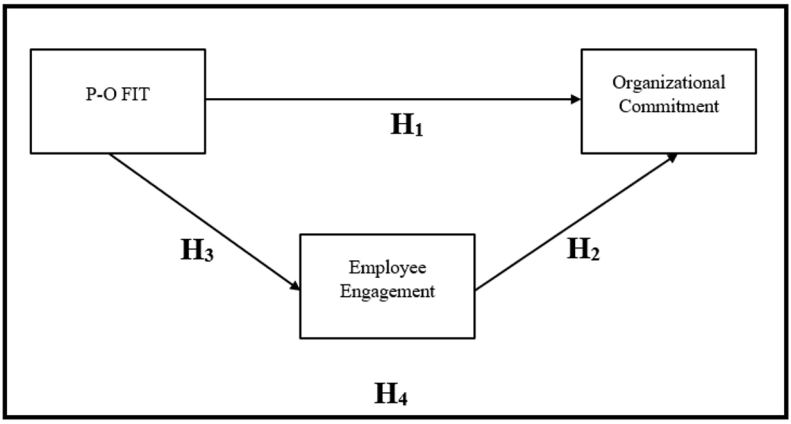

Figure 1. Research Model

2 Methods

This study aimed to examine employee engagement's role in mediating the relationship between P-O fit and organizational commitment. The design used in this study was a quantitative method. P-O fit was measured according to Kristof's theory, which was developed by [37]. Organizational commitment was measured using 18 items consisting of 6 items for each dimension (affective commitment, normative commitment,

continuance commitment) developed by [38]. Then, the employee engagement measurement tool used the Employee Engagement Scale (EES) [39], which was adapted by [30]. These three instruments are measured using a five-point Likert scale.

The sample in this study consisted of 277 respondents with an age range of 24-44 years. Data collection in this study used the non-probability convenience sampling method, with the sample criteria being millennial employees working in Indonesia. Therefore, the data analysis was carried out using the mediation regression method with the SPSS application.

3 Result

Based on the results of the demographic analysis shown in Table 1, it is known that respondents are dominated by millennial employees who work in service companies, with a percentage of 30% and a total of 83 people. Furthermore, respondents who work in retail companies have a percentage of 22% with a total of 61 people, 20,2% with a total of 56 people who work in manufacturing companies, 12, 6% with a total of 35 people who work in banking, 6,9% with a total of 19 people working in information technology companies, 4,3% with a total of 12 people working in pharmaceutical companies, and 4% with a total of 11 people working in telecommunications companies.

Table 1. Demographic Data

Organization	Frequency	Percent
Banking	35	12,6%
Information Technology	19	6,9%
Manufacture	56	20,2%
Pharmacy	12	4,3%
Retail	61	22%
Service	83	30%
Telecommunication	11	4%
Total	277	100%

In addition, Table 2 shows that the respondents in this study were also dominated by millennial employees with regular employee status, which had a percentage of 65,3% with a total of 181 people, and 33,9% with a total of 94 people with temporary employee status.

Table 2. Respondent Status

Status	Frequency	Percent
Regular	181	65.3%
Temporary	94	33.9%
Total	277	100%

Next, using the Item-Total Correlation method, the researcher conducted a validity test to see the suitability of the PO fit instrument model, employee engagement, and

organizational commitment. The results of the validity test shown in Table 3, obtained for the PO fit instrument, have the lowest value of 0.387 and the highest value of 0.697. The employee engagement instrument has the lowest value of 0.689 and the highest value of 0.848. For organizational commitment, the instrument has the lowest value of 0.478 and the highest value of 0.884. Overall, the items in each research instrument are declared valid because they have a corrected item-total correlation value of more than 0.30.

Table 3. Validity

Variable	Corrected Item-Total Correlation	Summary
PO Fit	0.387 – 0.697	Fit
Employee Engagement	0.689 – 0.848	Fit
Commitment Organization	0.478 – 0.884	Fit

Table 4 shows that the Cronbach's Alpha reliability value for PO fit is 0.849, employee engagement is 0.948, and organizational commitment is 0.956. The three instruments in this study can be declared reliable because they have coefficient values above 0.7.

Table 4. Reliability

Variable	Cronbach's α	Summary
PO Fit	0.849	Reliable
Employee Engagement	0.948	Reliable
Commitment Organization	0.956	Reliable

Afterward, a regression test was carried out on P-O Fit on organizational commitment, employee engagement on organizational commitment, and P-O Fit on employee engagement. This analysis shows that P-O Fit significantly influences organizational commitment with $p = 0.000$ and $R^2 = 0.044$, and employee engagement on organizational commitment has a significant influence with $p = 0.000$ and $R^2 = 0.210$. Lastly, P-O Fit on employee engagement was also found to have a significant influence with $p = 0.000$, and $R^2 = 0.047$. More details can be seen in Table 5.

Table 5. Linear Regression

Variable	p	R^2
P-O Fit to Organization Commitment	0.039	0.015
Employee Engagement to Organization Commitment	0.000	0.183
P-O Fit to Employee Engagement	0.000	0.063

After it was found that all variables had a significant influence, the researchers then analyzed the mediating effect of employee engagement variables on the relationship between P-O Fit and organizational commitment.

The results found that in the total effect, employee engagement mediates the relationship between P-O Fit and organizational commitment with p= 0.04, and with employee engagement as a mediator variable, the direct effect of P-O Fit on organizational commitment becomes insignificant. This can be seen in the direct effect p-value = 0.76, where previously using simple regression, P-O fit significantly influenced organizational commitment. This shows a full mediation effect, meaning employee engagement is essential in bridging the interaction between P-O Fit and organizational commitment. More clearly can be seen in Table 6.

Table 6. Mediation Effect

Variable	**p**
Simple Regression P-O Fit to Organization Commitment	0,000
Direct Effect (P-O Fit to Organizational Commitment)	0,76
Total Effect (P-O Fit to Organizational Commitment with Employee Engagement as Mediator)	0,04

4 Discussion

The results of this research show that the first and third hypotheses are accepted, where P-O Fit can predict the emergence of organizational commitment and employee engagement, especially in millennial employees. So, the more congruent the values, culture, goals, performance expectations, and rewards are between the individual and the organization, the higher the possibility of employee engagement and the higher the employee's tendency to remain in the organization. When an organization has compatibility between the organization and the employees at the company, it will make employees more enthusiastic about working and willing to devote all their abilities, such as providing new suggestions or ideas for doing work and working creatively and innovatively. Apart from that, employees who feel compatible with their organization will become emotionally involved with their company, feel happy when the company experiences profits, or get new achievements that have never been achieved before. Apart from that, it will also be easier for employees to regulate their emotions when working or more easily generate deep levels of emotional labor because emotional engagement occurs, this engagement both cognitively and emotionally, is vital for organizations, which ultimately makes employees more enthusiastic and involved in Company activity agenda, whether formal, such as organizational changes or restructuring, or informal, such as family gatherings or outbound activities, or other informal Company activities.

Employees who already feel that they are in line with their company will find it more difficult to leave the company where they work, not only because of a supportive emotional situation but also various things such as appropriate organizational goals that can make employees more committed at the continuity level. Where employees feel the organization is on the right track to develop so that employees do not feel it is a waste of time working there. The compatibility between the organization and the employee can lead to a tendency to commit to normative work. The compatibility experienced by

the employee and the organization will make the employee experience an internationalization of identity, so it will be difficult to separate their identity from the organization's identity. In essence, an employee who feels in tune with the company where he works will have a high tendency to remain loyal and stay with the company where he works now because he feels happy and feels that his life is guaranteed. The future of his career and organization aligns with what he hopes. Also, a normative side makes the company's identity become the employee's identity, so it becomes increasingly difficult to separate the employee from the company where he works.

Apart from P-O Fit, employee engagement also plays an important role in increasing organizational commitment, so the second hypothesis is accepted. Employees who are engaged, in this case, both emotionally, cognitively, and behaviorally, will feel that they have devoted everything necessary to the organization's interests, so it will be difficult for them to separate themselves from the company where they work. The emotional feeling and identity internalized through engagement will make these employees feel loyal and remain committed to the Company.

Furthermore, this research provides empirical evidence that the fourth hypothesis is accepted. Employee engagement is a mediator variable in the relationship between P-O Fit and Organizational Commitment, meaning that to make millennial employees more able to survive in an organization, employee engagement must be built, which can emerge if Millennial employees feel compatible with the organization where they work. With the compatibility between organizations and millennial employees, employees will be more motivated to devote themselves to work both emotionally by having positive feelings regarding their organization, being able to have positive feelings when working, and being happy with the achievements of the organization or cognitively by how to participate in providing suggestions, opinions and new ideas at work and implementing them in the form of behavior in the workplace, so that in turn it will make employees have a higher intention to remain in the organization, not only at home because they have positive feelings, but also normatively and continuously.

The results of this research are in line with what was found by [33], where employee engagement mediates the relationship between an employee's suitability for their job and workplace and the employee's tendency to remain and be committed to an organization or not intend to leave the place where he works [40].

5 Conclusion

Research has succeeded in obtaining results that show that P-O Fit plays an important role for millennial employees who are known to change jobs easily. The role of P-O Fit cannot be directly expected to trigger the emergence of commitment. Still, it must trigger the emergence of employee engagement, which makes millennials feel valuable and contribute to the company. The sense of worth, contribution, and internalization of identity and emotions that these employees have will make them more committed and willing to continue working at the company where they currently work. However, this research still has several shortcomings that can be used as insight into improvements for further research, including that this research does not use a random sampling method

with a known population size, so the conclusions of this research cannot be fully generalized. It must be complemented by another research. Different methods may need to be considered to explore what must be done to maintain employee commitment, especially millennial employees, such as qualitative methods, longitudinal studies, or mixed method studies.

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