

PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL COMMITMENT OF GENERATION Z EMPLOYEES: JOB SATISFACTION AS A MEDIATOR

Nurin Nadhira Alyani¹, Nina Siti Salmaniah Siregar², Suryani Hardjo³

¹Psychology, Faculty of Psychology, Universitas Medan Area

²Communication, Faculty of Social and Political Sciences, Universitas Medan Area

³Psychology, Faculty of Psychology, Universitas Medan Area

Email: 15018nna@gmail.com, ninasitisalmaniah@staff.uma.ac.id, suryani@staff.uma.ac.id

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Abstract

The ability of Generation Z employees to multitask and adjust to the newest technological advancements brings about improvements for firms that employ them. However, generation Z is perceived to be readily distracted by alternative work prospects and to seek rapid gratification, which makes them less likely to be committed to organizations. Perceived organizational support is one of the factors that predict organizational commitment. However, prior research has not explained how perceived organizational support influences organizational commitment. This correlational quantitative research aims to explain the role of job satisfaction in influencing perceived organizational support on organizational commitment among Generation Z employees. This study involved 366 participants characterized as permanent employees belonging to Generation Z working in the area of District X, Medan. The research instruments use the perceived organizational support scale, the organizational commitment scale, and the job satisfaction scale, all of which have been tested for validity and reliability. The results of the SEM test indicate that job satisfaction acts as a mediator in the relationship between perceived organizational support and organizational commitment.

Keywords: *Generation Z, Generation Z Employee, Job Satisfaction, Organizational Commitment, Perceived Organizational Support.*

INTRODUCTION

The 4.0 industrial revolution has resulted in changes in the industry, which is now emerging with fewer personnel and digital technology for all operational activities in companies to increase efficiency(Haqqi & Wijayati, 2019).According to the World Economic Forum (WEF), around 69 million new jobs will be created in 2023-2027 due to digital advancements(CNBC, 2024). According toRamadan (2023), the challenges of the job market in the current digital era include changes in job market demands, technological disruption, the need to keep up with technological advances, and changes in work paradigms and work environments. These challenges are realized with the numerous job vacancies that set a maximum age limit of 25 years for applicants, especially for fresh graduates(Rostanti, 2023).

During the 2009-2014 period, the jobs created in Indonesia's formal sector absorbed 15.6 million people, then decreased to 8.5 million people in the 2014-2019 period and further declined to only 2 million people in the 2019-2024 period(Wisanggeni et al., 2024). This shows that the opportunity to enter the formal job market in Indonesia is becoming increasingly difficult, including for fresh graduates. According toFarhansyah (2024), the reasons companies set age limits for job applications are to make it easier for HR to find candidates, younger employees are easier to mold, user subjectivity, and the company's branding and culture fit. Age limits have become one of the obstacles for Generation Z to secure jobs in the formal sector. According toZis et al. (2021), Generation Z consists of individuals born between 1995 and 2010, known as the technology generation because they have been exposed to the internet and mobile phones from an early age.BPS (2024)categorizes Indonesian residents belonging to Generation Z as those born between 1997 and 2012.Medan City Statistics Office (2022)states that Generation Z is the youngest workforce currently aged between 20 – 29 years. The characteristics

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of Generation Z include enjoying things in an entirely online environment, being able to do two jobs simultaneously, liking a definite work process, preferring visually appealing images over just text, enjoying work as an interesting game, expecting rewards, and being satisfied with instant results (Aulia et al., 2021). The difficulty in obtaining jobs in the formal sector has led Generation Z to shift to informal work or take on side jobs outside their organizations. In the era of 2020-2024, side jobs have become popular among Generation Z to achieve career goals and accomplishments, as well as to meet their desired lifestyle needs (Sariani et al., 2024). According to Karácsony et al. (2020), applicants consciously manage their social media profiles with skill updates that align with job market demands. The development of AI technology influences Generation Z in making career decisions that align with their identity and values, making them more open to trying alternative jobs compared to previous generations who aimed to reach the highest career levels within their organizations (Tomescu & Boeru, 2023).

The characteristics of Generation Z in the workplace differ from those of previous generations, namely X and Y. The characteristics of Generation X include being independent and loyal, not intimidated by authority, skilled in management, and highly prioritizing image, fame, and money (Son, 2017). The characteristics of Generation Y include working not to meet basic life needs but being driven by deeper needs by doing something meaningful, becoming someone, and creating something to achieve satisfaction and bring change to the world (Paramitha & Ihalauw, 2018). The differences in generational characteristics are caused by several factors, namely technological development, social and cultural changes, economic conditions, political changes, education and awareness, historical events, and demographic changes (Fitriyani et al., 2024).

Based on research conducted by Job Planet (2017), in Indonesia, compared to Gen X and Gen Y, Gen Z employees have the lowest level of loyalty to their jobs. As many as 57.3% of 4,550 Gen Z employees decided to leave their jobs after one year of working in an organization. The findings of a survey conducted by Vox in the last two years claim that Gen Z no longer dreams of specific jobs, rejecting work as a basis for identity, and viewing work as an action done out of financial necessity (Nguyen, 2022). The research by The Last Supper (2018) shows that 55% of Gen Z employees in Bogor have doubts when it comes to being tied to a particular job for a long period. A survey conducted by Tirtoid in Indonesia found that 54% of 749 Gen Z individuals took side jobs to minimize the risks and costs of leaving their workplace organization (Rohmah, 2022).

According to The Last Supper (2022), employees who are more actively seeking alternative job opportunities reflect a low commitment to the organization, and Gen Z is closely associated with job-hopping behavior, which involves frequently changing workplaces (Humaira et al., 2024); (Lubis et al., 2024). According to Meyer (2015), organizational commitment is the extent to which employees are willing to identify themselves with the organization and its goals, as well as their desire to maintain membership in a particular organization. The concept of organizational commitment is classified by three unique dimensions, to see the extent of an employee's allegiance to the organization based on their desires, needs, and obligations to stay (Meyer, 2016). According to Pranata et al. (2022), the organizational commitment itself is a critical aspect that needs to be managed because it affects productivity, work quality, the achievement of organizational goals, absenteeism, and employee turnover.

Organizational commitment is influenced by various factors, such as individual characteristics, perceived organizational support, socialization from the beginning to the end of the employment period, employee financial investment, and opportunities to obtain other jobs (Pritanadira, 2019). Based on these factors, perceived organizational support is one of the frequently researched factors that influence organizational commitment (Azhar et al., 2019); (Pratami & Muryatini, 2022). The idea of perceived organizational support is defined as the comprehensive perception of employees with regard to the degree to which the organization values their contributions and demonstrates a commitment to their well-being (Eisenberger et al., 2020).

As posited by Neves & Eisenberger (2014), the concept of perceived organizational support is measured by three distinct aspects: the fairness, the support from supervisors, and the organizational rewards and job conditions. This multifaceted approach enables a comprehensive evaluation of the extent to which the organization provides support to its employees. Perceived organizational support can include not discriminating against employees based on proximity factors (Ahmad, 2020), recognition given by supervisors to employees for their hard work, orderly working conditions, and direct involvement of supervisors in company activities (Lubis et al., 2022). Perceived organizational support is important to provide to employees because it can improve performance, reduce turnover, and enhance employee organizational commitment (Pratiwi & Muzakki, 2021).

Research on perceived organizational support on organizational commitment has been conducted by several researchers in Indonesia. According to Suhardi (2021) findings, perceived organizational support possessed a major impact on organizational commitment. The findings are consistent with the studies undertaken by The

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Light and the Light (2019), which demonstrated that perceived organizational support on organizational commitment is amplified when mediated by job satisfaction. Perceived organizational support will assess how well the support offered by the organization addresses employee dissatisfaction with certain aspects of their work (Li et al., 2020).

According to Pindek & Spector (2016), job satisfaction is a person's feeling towards their job and various aspects of their job, which forms a satisfied or dissatisfied attitude towards their job. Job satisfaction is measured from nine aspects, namely the pay, the promotion, the supervision, the fringe benefits, the contingent reward, the operating conditions, the coworker, the nature of work, and the communication, to see the extent of satisfaction experienced by employees during their work, both overall and in various aspects of their jobs (Spector, 2022). According to Judge et al. (2020), job satisfaction is obtained from the fulfillment of employees' needs and desires regarding the aspects of their jobs, which emerge as experiences from the results of a continuous feedback process with the organization.

Research on job satisfaction and organizational commitment has been conducted by several researchers in Indonesia. Siregar et al. (2020) discovered that job satisfaction had a considerable favorable impact on organizational commitment. According to The Last Supper (2022), job satisfaction is one of several individual mechanisms that directly influence work performance and organizational commitment. Job satisfaction becomes a determinant for employees to identify with the organization, stay within the organization, and act according to the organization's goals and desires (Argon & Liana, 2020).

The extant research indicates that perceived organizational support on organizational commitment remains to be empirically determined among Generation Z, with a lack of research addressing its correlation with job satisfaction. Based on previous research, the organizational commitment of Generation Z employees is perceived to be lower than that of previous generations. Researchers have not yet found studies explaining how perceived organizational support affects organizational commitment among Generation Z employees. On the other hand, perceived organizational support has been proven to positively affect organizational commitment (Radiafilisan, 2019). Meanwhile, job satisfaction is also mentioned to be influenced by perceived organizational support (Anggi & Prasetyo, 2021) and affects organizational commitment (Herman et al., 2023). The current study attempts to assess the function of job satisfaction mediates the impact of perceived organizational support on organizational commitment among Generation Z employees. It is assumed that the impact of perceived organizational support on organizational commitment will be greater if job satisfaction among Generation Z employees is taken into account.

METHODS

This study employs a quantitative correlational methodology. The variables of this research consist of perceived organizational support works as an independent variable, organizational commitment works as a dependent variable and the latter job satisfaction works as a mediator variable. The sampling technique employed was convenience sampling, resulting in a total of 366 participants. The characteristics of the research subjects are permanent employees in District X, Medan City, born between 1995 and 2004.

The instruments in this study use psychological scales consisting of a perceived organizational support scale, a organizational commitment scale, and a job satisfaction scale. The scaling model used is the Likert scaling, which consists of four response options ranging from 1 to 4, where are: 1 (Strongly Disagree), 2 (Disagree), 3 (Agree), and 4 (Strongly Agree). The scale used in this study to measure perceived organizational support is comprised of 18 items, which are an adaptation of the scale from Hasibuan et al. (2022), referring to the three aspects proposed by Eisenberger: fairness, supervisor support, and organizational rewards and job conditions.

The organizational commitment scale is comprised of 16 items that are adaptations of the Glory (2023) scale based on Meyer's three elements, namely the affective commitment, the continuance commitment, and the latter the normative commitment. The job satisfaction scale consists of 24 items, which are adaptations of the scale developed by Pratiwi et al. (2023) based on Spector's nine aspects, namely the pay, the promotion, the supervision, the fringe benefits, the contingent reward, the operating conditions, the coworker, the nature of work, and latterly the communication.

This research instrument is examined with the Structural Equation Model (SEM) via the Partial Least Squares (PLS) program, with measurements taken on the measurement model (outer). The measuring model examines the link between the latent variables and their indicators. The measurement model is examined for internal consistency, convergent validity, and discriminant validity (Hair et al., 2022). The Cronbach Alpha value $>.70$ and the Composite Reliability value $>.70$ indicate that the construct's internal consistency is reliable.

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Convergent validity can be evaluated using an Outer Loading value $>.70$ and an Average Variance Extracted (AVE) value $>.50$, which are used to determine the validity of a construct. Discriminant validity can be assessed by determining whether the square root of AVE is greater than the correlation values between the latent constructs and HTMT values $<.90$ to explain the conceptual differences between each construct (Musyaffi et al., 2022). The research was conducted via Google Forms, where the researcher shared the three scales in the form of links to the research participants. Before the participants filled out the scales, participants were given information about the study and requested to sign an informed consent form indicating their voluntary agreement to participate in the study and to complete the form in accordance with the subject's requirements. As for the distribution of the Google Form link, it was shared on social media and assisted by the PIC (Person In Charge) representing the company. The data analysis for this research uses PLS through the Smart PLS version 3.0 software. The next step is to examine the significance test of the influence with the structural model (inner).

RESULTS

The respondents of this study consist of 366 permanent employees belonging to Generation Z who work in the area of District X, Medan City. Respondents were grouped based on their demographic data. The demographic data is explained in Table 1.

Table 1
Demographic Data

| Characteristics | N | % |
|-----------------------------------------|-----|--------|
| Permanent Main Job | | |
| Private Employees | 209 | 57.10% |
| Government-Owned Corporations Employees | 87 | 23.77% |
| Civil Servants | 70 | 19.13% |
| Sex | | |
| Man | 160 | 43.72% |
| Woman | 206 | 56.28% |
| Age (Year Of Birth) | | |
| 20 – 24 Years Old (2000 – 2004) | 88 | 24.05% |
| 25 – 29 Years Old (1995 – 1999) | 278 | 75.95% |
| Marital Status | | |
| Single | 223 | 60.93% |
| Married | 143 | 39.07% |
| Have a Side Job | | |
| Yes | 195 | 53.28% |
| No | 171 | 46.72% |
| Work Period | | |
| 1 – 2 Years | 86 | 23.50% |
| 2 – 3 Years | 93 | 25.41% |
| 3 – 4 Years | 96 | 26.23% |
| 4 – 5 Years | 51 | 13.93% |
| > 5 Years | 40 | 10.93% |
| Salary | | |
| 3 – 4 Million | 101 | 27.60% |

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| 4 – 5 Million | 115 | 31.42% |
| 5 – 6 Million | 79 | 21.58% |
| > 6 Million | 71 | 19.40% |
| Insurance | | |
| BPJS Health | 137 | 37.43% |
| BPJS Employment | 136 | 37.16% |
| BPJS Health + BPJS Employment | 93 | 25.41% |

Note. N = 366

Table 2

Descriptive Analysis of Research Variables

| Variable | Min | Max | Mean | SD | Category, Number of Participants, Percentage (%) | | |
|----------|-----|-----|------|----|--------------------------------------------------|-----------|----------|
| | | | | | Low | Moderate | High |
| POST | 18 | 72 | 52 | 12 | 63 (17%) | 224 (61%) | 79 (22%) |
| JS | 24 | 96 | 68 | 17 | 69 (19%) | 260 (71%) | 37 (10%) |
| O.C. | 16 | 64 | 45 | 6 | 57 (16%) | 274 (75%) | 35 (9%) |

As demonstrated by the results of the descriptive analysis of each variable, the mean empirical value attained by participants on the variable of perceived organizational support is 52, on the variable of job satisfaction is 68, and on the variable of organizational commitment is 45. According to the above empirical mean results, the majority of the research participants have moderate perceived organizational support (224 people, 61%), moderate job satisfaction (260 people, 71%), and moderate organizational commitment (274 people, 75%).

Table 3

Test Description based on Cronbach's Alpha (CA), Composite Reliability (CR), Average Variance Extracted (AVE)

| Variable | Cronbach's Alpha | Composite Reliability | Average Variance Extracted |
|----------|------------------|-----------------------|----------------------------|
| POST | 0.946 | 0.951 | 0.519 |
| JS | 0.963 | 0.966 | 0.542 |
| O.C. | 0.952 | 0.952 | 0.556 |

Depending on the test results, the CA value is above >0.7, the CR value is above >0.7, and the AVE value is above >0.5, which means that the Cronbach Alpha, Composite Reliability, and Average Variance Extracted values have met the established standards.

Table 4

Results of Path Coefficient Test & Significance of Influence

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-----------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| 01_POS -> 02_JS * | 0.561 | 0.563 | 0.033 | 16,978 | 0.000 |
| 01_POS -> 03_OC * | 0.433 | 0.437 | 0.074 | 5,823 | 0.000 |
| 02_JS -> 03_OC * | 0.374 | 0.371 | 0.066 | 5,699 | 0.000 |
| 01_POS -> 02_JS -> 03_OC ** | 0.209 | 0.209 | 0.037 | 5.725 | 0.000 |
| 01_POS -> 03_OC *** | 0.642 | 0.644 | 0.092 | 7,014 | 0.000 |

Note. * = Direct Effect, ** = Indirect Effect, *** = Total Effect

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According to the test findings in Table 2, the findings are as follows: (1) Perceived Organizational Support (X) exerts a significant positive effect on Job Satisfaction (M), with a P-value of $0.000 < 0.05$ (Hypothesis Accepted). (2) Perceived Organizational Support (X) exerts a significant positive effect on Organizational Commitment (Y), with a P-value of $0.000 < 0.05$ (Hypothesis Accepted). (3) Job Satisfaction (M) exerts a significant positive effect on Organizational Commitment (Y), with a P-value of $0.000 < 0.05$ (Hypothesis Accepted). (4) Job Satisfaction (M) significantly mediates the effect of Perceived Organizational Support (X) on Organizational Commitment (Y), with a P-value of $0.000 < 0.05$ (Mediator Hypothesis Accepted). In this study, the comparison of the indirect effect score (0.209) with the total effect score (0.642) results in a mediator score of 0.325 (32.5%), implying that job satisfaction acts as a partial mediator in the influence of perceived organizational support on organizational commitment.

Table 5
R-Square

| Variable | R-Square |
|----------|----------|
| 02 JS | 0.314 |
| 03 OC | 0.508 |

The R-Square value for Job Satisfaction is 0.314, indicating that Perceived Organizational Support may explain or impact Job Satisfaction by 31.4%, with the remaining 68.6% influenced by other factors. The R-Square value for Organizational Commitment is 0.508, implying that Perceived Organizational Support and Job Satisfaction may explain or impact Organizational Commitment by 50.8%, with the remaining 49.2% influenced by other variables.

DISCUSSION

This study's findings imply that the more organizational support perceived by employees, the higher their commitment to the organization. This suggests that the organizational commitment of Generation Z employees is determined by the amount of support they receive while working in the organization. Organizational support will determine Generation Z's job satisfaction. The job satisfaction felt due to the significant support provided by the organization will impact the longevity of Generation Z employees working in the organization. The findings of this research show that the perceived organizational support experienced by the majority of the research subjects falls into the moderate category. This is because most research subjects are employees aged 25-29 years. According to (Zhang et al., 2022), there is a significant difference in perceived organizational support between employees under the age of 25 and those over the age of 25. Employees over the age of 25 are less enthusiastic and less able to utilize the work environment and learning opportunities to perform their job roles better, resulting in lower perceived organizational support compared to employees under the age of 25. Employees with low perceived organizational support tend to think negatively, take on only part of their tasks, and have low job satisfaction (Pinzone et al., 2019).

The findings of previous studies undertaken by Côté et al. (2021) suggest a positive correlation between perceived organizational support and job satisfaction. As posited by Noor & Jufrizen (2023), job satisfaction is considered to be a consequence of perceived organizational support, which will illustrate that there is a positive interaction between the organization and its employees. The findings of this study demonstrate that perceived organizational support significantly impacts the job satisfaction of Generation Z employees, accounting for 31.4% of the observed variance. The findings of previous studies undertaken by Marcelinawati et al. (2023) identified fifteen work attributes that can provide satisfaction for Generation Z employees, namely easy leave/permission procedures, salary commensurate with the job, job specifications, tasks aligned with expertise, task quantity by capacity, comfortable workspace, adequate work equipment, parking, good relationships between superiors and subordinates, good relationships among employees, respect for individual rights, standard working hours (8 hours), clean environment, health benefits, and accident benefits.

Another study conducted by The Last Supper (2022) found that Generation Z desires a salary above 5 million rupiah as a feasible expectation by evaluating the proportion between what they invest and what they receive from the organization. These findings align with the research outcomes that the majority of the subjects' salaries were in the range of IDR 4 – 5 million, and only 93 people possessed both BPJS Health and BPJS

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Employment benefits during their employment. This is what causes the job satisfaction experienced by the majority of research subjects to fall into the moderate category.

The Last Supper (2023) posit that job satisfaction plays a crucial role in increasing organizational commitment among Generation Z employees. The research conducted by Prime & Sari (2024) demonstrates a positive correlation between job satisfaction and organizational commitment. According to Hagi et al. (2024), employees who experience job satisfaction are inclined to prioritize the achievement of organizational objectives, leveraging their full potential to contribute to the organization's success. This phenomenon occurs because such employees perceive themselves as integral and long-term members of the organization. According to Hollandsworth (2022), Generation Z, when working, expects things to happen quickly, anticipating instant gratification, such as rapid promotions; if not, they switch to other job opportunities. Francis & Hoefel (2018) describe Generation Z in detail through four characteristics when working, namely; (1) The Undefined ID, which is a generation that is freer in expressing themselves and tends to have openness and appreciate each individual's expression without labeling, (2) The Communaholic, which is a generation that is very inclusive and community-oriented, always interested in engaging in various communities by using advanced technology to expand connections, (3) The Dialoguer, which is a generation that prioritizes dialogue for conflict resolution or, and finally (4) The Realistic generation, which is a generation that is more realistic and analytical in decision-making and tends to make pragmatic decisions based on data and knowledge. These four characteristics and the expectation of quick results are the reasons why the majority of the research subjects, totaling 195 people, took on side jobs outside their main employment.

The findings of this study indicate that the majority of respondents have a moderate level of organizational commitment. This is because the majority of subjects in this study, a total of 223 people, are not yet married. According to Bodjrenou et al. (2019), marital status is related to organizational commitment, with single workers being less committed to the organization compared to married workers because they do not yet have the responsibility to provide financial support for a family like married workers do. Another reason is that the majority of the subjects in this study have a work tenure in the range of 3 to 4 years. According to The Greatest Showman (2021), there is a difference in organizational commitment based on work tenure, where employees with less than 5 years of tenure have a lower level of organizational commitment compared to employees with more than 5 years of tenure. The findings of this study contradict the conclusions of the previous research, which suggested that Generation Z employees have low levels of organizational commitment. In contrast, the present study examined 40 Generation Z employees who have been in their current roles for more than five years.

According to Jawaad et al. (2019), two factors can be utilized to assess the amount of commitment in the relationship between employees and the organization, namely (1) the level of satisfaction and (2) the level of investment. The findings of the research conducted by Akkoca (2023) and Arifudin et al. (2023) demonstrated that job satisfaction plays a mediating role in the relationship between perceived organizational support and organizational commitment. Another study conducted by Purwono et al. (2023) also used job satisfaction to explain the relationship between perceived organizational support and employee commitment. The findings of this study further substantiated the research hypothesis, which posited that job satisfaction can serve as a mediating factor in the relationship between perceived organizational support and organizational commitment among Generation Z employees. The results of this study suggest that job satisfaction and perceived organizational support can account for or influence organizational commitment by 50.8%, with the remaining 49.2% being influenced by other factors.

This study is advantageous for organizations with Generation Z employees since it encourages employee loyalty to the organization. However, this study has limitations, including the fact that it can only be applied to permanent Generation Z employees in District X, Medan; Therefore, more research is needed to apply it to a larger group of Generation Z employees. This study's data collection also used a scale approach, which could introduce social desirability bias, but the researchers attempted to mitigate this by obtaining informed consent and ensuring the scale was completed anonymously and confidentially.

CONCLUSION

The conclusion of this research is that job satisfaction significantly mediates the influence of perceived organizational support on the organizational commitment of Generation Z employees. This suggests that the organizational commitment of Generation Z employees is determined by how well the perceived organizational support received during their work in the organization and Generation Z's satisfaction with their job. The job

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satisfaction felt due to the high perceived organizational support received by employees during their work will influence the commitment of Generation Z employees to work in their organization for a long period.

This research is expected to benefit organizations with Generation Z employees by providing forms of support and aligning them with the values, needs, and satisfaction expected by Generation Z employees towards their work in enhancing employee commitment to the organization. Generation Z employees can also utilize the results of this research to maintain their commitment to the organization by considering the benefits received during their employment and the costs incurred if they leave the organization.

The researcher suggests that future studies could examine Generation Z employees in other areas of Kecamatan X Medan, which may yield different results from this study and enrich knowledge on similar topics. The researcher further proposes that subsequent researchers should examine the influence of perceived organizational support and job satisfaction on organizational commitment, taking into account other factors such as organizational classification, job characteristics, job position, and the status of non-permanent employees.

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