

THE EFFECTS OF PSYCHOLOGICAL CONTRACTS AND ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL COMMITMENT BEHAVIOR ON MILLENNIAL GENERATION EMPLOYEES

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Abstract: Employers and business owners who employ Generation Y as their workforce face many challenges along with tech-savvy characteristics, demands and lifestyles that are different from the previous generation. In this context, a strong psychological contract becomes an important antecedent in a company that employs Generation Y. This study seeks to analyze the effect of psychological contracts and organizational support on organizational commitment behavior (OCB) among millennial generation employees, using organizational commitment as a mediating variable. This study used a quantitative approach using simple random sampling technique with a total sample of 176 samples. The analysis technique was carried out using Structural Equation Modeling (SEM) with AMOS software. The findings indicate that organizational support and the psychological contract have a big impact on organizational commitment and OCB. The results show that organizational commitment has a considerable impact on organizational commitment behavior. Examining the organizational commitment's mediating function, the findings indicate that it plays a full mediating function in enhancing the impacts of psychological contracts and organizational support on OCB. Practically, these findings have implications for the importance of employee engagement through organizational commitment which predicts it is more likely to increase employee perceptions of the psychological contract and encourage positive behaviors that promote OCB.

Keywords: millennial generations, organizational commitment, organizational commitment behavior (ocb), organizational support, psychological contracts

Abstrak: Pengusaha dan pemilik bisnis yang mempekerjakan Generasi Y sebagai tenaga kerjanya menghadapi banyak tantangan karena karakteristik, persyaratan, dan gaya hidup yang lebih teknologi-savvy daripada generasi sebelumnya. Dalam konteks ini, kontrak psikologis yang kuat menjadi anteseden penting dalam perusahaan yang mempekerjakan Generasi Y. Penelitian ini menganalisis pengaruh kontrak psikologis dan dukungan organisasi terhadap perilaku komitmen organisasi (OCB) pada karyawan generasi milenial, dengan menggunakan komitmen organisasi sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan menggunakan teknik simple random sampling dengan jumlah sampel sebanyak 176 sampel. Teknik analisis dilakukan menggunakan Structural Equation Modeling (SEM) dengan software AMOS. Hasil penelitian menunjukkan bahwa kontrak psikologis dan dukungan organisasi berpengaruh signifikan terhadap komitmen organisasi dan OCB. Temuan juga menunjukkan pengaruh yang signifikan dari komitmen organisasi terhadap perilaku komitmen organisasi. Dalam menguji peran mediasi komitmen organisasional, hasilnya menunjukkan bahwa terdapat peran mediasi penuh dalam memperkuat efek kontrak psikologis dan dukungan organisasi terhadap OCB. Secara praktis, temuan ini berimplikasi pada pentingnya keterikatan karyawan melalui komitmen organisasional yang memprediksi lebih mungkin untuk meningkatkan persepsi karyawan terhadap kontrak psikologis dan mendorong perilaku positif yang mempromosikan OCB.

Kata kunci: generasi milenial, komitmen organisasi, perilaku komitmen organisasi (ocb), dukungan organisasi, kontrak psikologis

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INTRODUCTION

In this digital era, many businesses, especially in the urban area, are targeting the millennial generation (generation Y) with a marketing and sales concept that is different from the previous generation. The emergence of many coffee shops, food and beverage franchises, distros, co-working spaces is part of how business segmentation has changed significantly since the last decade, by making the millennial generation the foundation and reference for business. With a tech-savvy character, internet marketing, marketplace, on-demand multi-service platform and digital payment technology are growing rapidly targeting the demographic characteristics of generation Y. The demographic composition, increased income and stability of this generation have changed Indonesia's business landscape (Yacob et al. 2021).

Various new companies have sprung up that target this generation to become attractive as a place to work for millennials (Sekliuckiene et al. 2018). The millennial generation tends to be psychologically dynamic, and chooses a dynamic and flexible work culture (Holdsworth, 2017; Bond, 2016). Generation Y is also characterized as happier with a relaxed and informal work environment and offers flexible work options such as remote work and flexible working hours (Montani et al. 2020). In addition, they are also happy to seek opportunities to learn, develop, and improve their position in companies that value innovation and creativity (Smith & Nichols, 2015). Involvement in the decision-making process at the company is also a consideration for the millennial generation to be involved in the company's decision-making process to increase their sense of ownership and commitment to the organization (Hurtienne et al. 2022).

Various characteristics of the millennial generation and rapid technological developments have made companies that better accommodate their interests more resilient in times of uncertainty, such as the Covid-19 pandemic. The pandemic that has devastated the world economy has made technology companies in Indonesia and globally grow rapidly. This partially shows the composition and stability of the millennial generation as important drivers of the economy, and needs to be considered in company operations, including patterns of employment relations between employers and employees.

However, the millennial generation has several different characters compared to the previous generation, so they need a special basis to maintain their commitment to work. On the one hand, they are characterized by their dynamic nature, flexible passion for learning and adaptive to change (Bentley et al. 2016; Botella-Carrubi et al. 2021). However, on the other hand, they also want stability and place importance on relationships with superiors, receptive to feedback and recognition. This suggests that the strength of their relationship is characterized by both flexibility and stability (Claudia, 2018). These various characters are a challenge for employers to explore the innovation and creativity of the millennial generation on the one hand, and make them committed and stay in the organization in the long term. To accommodate these two interests, the psychological contract can be used as an important consideration in bridging the relationship between employers and millennial employees. The social contract is based on a general psychological contract (Chandra et al. 2017). Furthermore, the psychological contract according to Chandra et al. (2017) is defined as the idea of reciprocal obligations in exchange agreements. There are two important perspectives from psychological contracts, where one view states that this contract includes the perceptions of both parties, while the other view limits individual beliefs about exchange agreements, including economic and legal aspects (Schmidt, 2016). Psychological contracts can be useful for mitigating human resource management, especially for organizations with a high level of uncertainty, because they are still in the process of testing and perfecting their business model (Davila et al. 2015).

Several studies have shown the relationship between psychological contracts and organizational support as an important antecedent for strengthening organizational commitment (Pohl et al. 2019). These two constructs also play an important role in the formation of Organizational Citizenship Behavior (OCB) as positive behavior that is outside the formal responsibilities of employees and not directly related to reward systems that are believed to increase group and organizational effectiveness (Podsakoff et al. 2000; Organ et al. 2006). This research was aimed at investigating a more in-depth examination regarding the effect of psychological organizational support, and organizational commitment on Organizational Citizenship Behavior (OCB) in millennial generations in Indonesia.

METHODS

This study employed a quantitative research method, with the aim of building and developing mathematical models for analyzing data to prove hypotheses. The study was carried out using a straightforward random sample technique. There were 200 replies in total from Indonesian business organizations. A staff survey with a Likert scale ranging from 1 (strongly agree) to 7 (strongly disagree) was used to gather data. The response rate of the respondents was 92%, or a total of 184 questionnaires were returned. There were 8 questionnaires that were incomplete or invalid, so those 8 questionnaires could not be analyzed in the next step. As a result, the number of samples that can be analyzed in this study is 176 samples.

In this study, Structural Equation Modeling (SEM) was used to analyze the data. SEM is a statistical technique that is capable of analyzing relationship patterns between latent variables and their indicators as well as one latent variable with another. This model includes factor analysis, path analysis and regression. The variables psychological contracts, organizational support and organizational commitment are independent variables. However, Organizational commitment is also used as a mediating variable. The variable organizational citizenship behavior is the dependent variable. This study compares the correlation values of all corrected items with the *r* table value to test the level of validity of each indicator against the latent variable, the accepted significance level is 0.05, and the *r* table value is 0.176. To test reliability, Cronbach's Alpha value of 0.6 is used as the limit. To test the hypothesis, a significance level below 0.05 was used at the 95% confidence level. The hypothesis put forward in this study is that psychological contracts and organizational support have an influence on organizational commitment and OCB. In addition, it is also assumed that organizational commitment has a significant effect on OCB. It is hoped that organizational commitment will mediate the relationship between psychological contract and OCB, and the relationship between organizational support and OCB. In this study, an analysis will be carried out to test these hypotheses in order to gain further understanding of the factors that influence organizational commitment and OCB in the context of the work environment. Thus, the hypothesis in this study is concluded as follows:

- H1: Psychological Contracts have a significant effect on organizational commitment
- H2: Psychological Contracts have a significant effect on OCB
- H3: Organizational Support has a significant effect on Organizational Commitment
- H4: Organizational support has a significant effect on OCB
- H5: Organizational commitment has a significant effect on OCB
- H6: Organizational Commitment mediates the relationship between psychological contracts and OCB
- H7: Organizational commitment mediates the relationship between organizational support to OCB

RESULTS

The results of reliability and validity were shown in Table 1. The results showed that all items were reliable. The validity analysis also showed that all variable were valid. Model estimation involves defining the relationship between latent variables and measured variables in the model, and using estimation methods to estimate model parameters. After the estimation is completed, the model fit is evaluated to determine the extent to which the proposed model is in accordance with the empirical data. This is done using a number of statistics, including chi-square, comparison fit index (CFI), Tucker-Lewis index (TLI), and Root Mean Square Error of Approximation (RMSEA). The model framework can be seen in Figure 1.

Moreover, when conducting a Goodness of Fit (GoF) test, the results indicate that the chi-square value obtained is 219.401, which is less than the critical chi-square value (133.476) at a 5% significance level. Additionally, the probability value (0.013) meets the 0.05 significance criteria, the GFI value (0.903) exceeds the threshold value (0.90), and the TLI value (0.950) also surpasses the 0.90 threshold. Furthermore, the CMIN/DF value (1.138) and the RMSEA value (0.004) are both lower than their respective cutoff values (2.00 and 0.08). Based on these findings, it can be concluded that the model is considered to be a good fit. Detailed data is available in the Table 2.

Table1. Result of reliability and validity analysis of research

Construct	Item	KMO Barlett's			
		Component Matrix	Significant	Cronbach's α	AVE
Psychological Contracts	PSY1	0.852	0.000	0.668	0.797
	PSY2	0.884			0.855
	PSY3	0.865			0.851
	PSY4	0.844			0.753
	PSY5	0.841			0.832
Organizational Support	OS1	0.849	0.000	0.656	0.686
	OS2	0.834			0.713
	OS3	0.785			0.752
	OS4	0.823			0.776
	OS5	0.828			0.746
Organizational Commitment	OC1	0.897	0.000	0.589	0.682
	OC2	0.900			0.767
	OC3	0.876			0.838
	OC4	0.857			0.817
	OC5	0.891			0.753
Organizational Citizenship Behavior	OCB1	0.877	0.000	0.603	0.694
	OCB2	0.817			0.820
	OCB3	0.852			0.719
	OCB4	0.859			0.620
	OCB5	0.855			0.668

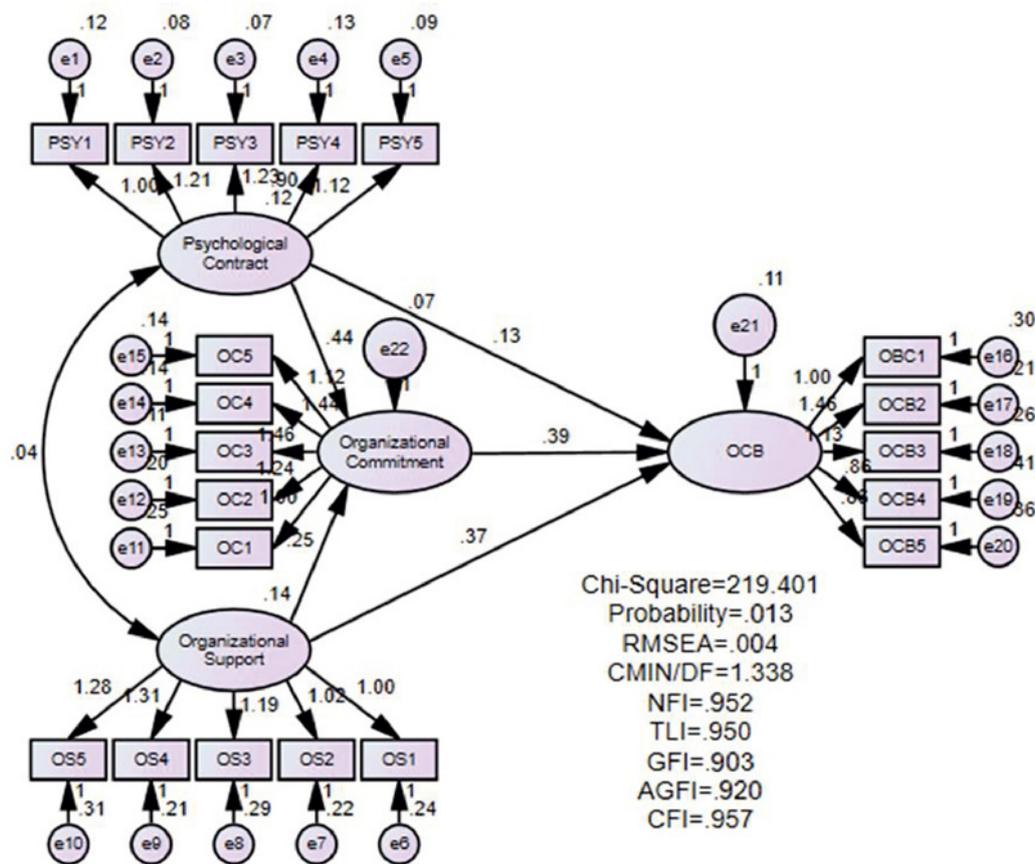


Figure 1. Model path diagram

Table 2. Results of feasibility mode

Goodness-of-fit index	Cut of Value	Estimation	Information
Chi-Square	34.62	219.401	Fit
Prob.	≥ 0.05	0.013	Fit
RMSEA	≤ 0.08	0.004	Fit
CMIN/DF	≤ 2.00	1.338	Fit
NFI	≥ 0.95	0.952	Fit
TLI	≥ 0.95	0.950	Fit
GFI	≥ 0.90	0.903	Fit
AGFI	≥ 0.90	0.920	Fit
CFI	≥ 0.95	0.957	Fit

Furthermore, analysis of direct and indirect effects is used to determine the effect of the hypothesized variables where hypothesis testing will be carried out on the fit model for each hypothesized parameter relationship. Testing suitability and statistical are used to analyze the data processing results at the full SEM stage. The research model finds that all coefficients have a positive direction that supports the direction of hypothesis testing. The direct effect hypothesis test can be seen in the results of the regression weight or path coefficient, while the indirect effect of the results can be known through the Sobel test. Related to the Sobel test, this test is used to assess the significance of indirect or mediating effects in structural equation models (Sobel, 1982). For more details will be described in the presentation as Table 3.

The results of testing the first hypothesis show that the estimated parameter value is 0.435, the standard error (SE) value is 0.097, and the critical ratio value is 4.510 with a minimum probability of 0.05. The value obtained proves that hypothesis 1 was empirically proven at the alpha (α) level of 0.05 or 5%. Therefore, hypothesis 1 is accepted, so it can be said that the psychological contract has a significant direct impact on organizational commitment. Increasing organizational commitment will have an impact on increasing the psychological contract. The results of testing the second hypothesis indicate that the psychological contract has a significant impact on OCB. The parameter estimation value is 0.267, the standard error value (SE) is 0.101, and the critical ratio value is 3.052 with a minimum probability of 0.05. These values indicate that the second hypothesis is proven empirically at the alpha (α) level of 0.05 or 5%. Thus, the second hypothesis indicates that the psychological contract has a significant impact on OCB. Therefore, psychological contracts can have a direct impact on OCB.

The results of testing the third hypothesis show that organizational support has a significant impact on organizational commitment. The estimated parameter value is 0.250, the standard error (SE) value is 0.083, and the critical ratio value is 3.012 with a probability of 0.003. The value obtained proves that empirically the third hypothesis can be accepted at the alpha (α) level of 0.05 or 5%. Thus, the third hypothesis which states that organizational support influences organizational commitment was accepted. This means that organizational commitment is directly influenced by organizational support. The results of testing the fourth hypothesis show that the estimated parameter value is 0.370, the standard error (SE) value is 0.119, and the critical ratio value is 3.110 with a probability of 0.002. This shows that organizational support influences OCB significantly. The values obtained prove that the fourth hypothesis was empirically proven at the alpha (α) level of 0.05 or 5%. Thus, the fourth hypothesis which states that organizational support influences OCB was accepted.

The results of the fifth hypothesis test, which shows that organizational commitment has a significant impact on OCB, shows a parameter estimate value of 0.401, a standard error (SE) value of 0.125, and a critical ratio value of 3.541 with a probability of more than 0.05. The fifth hypothesis is proven empirically at the alpha (α) level of 0.05 or 5%. The next testing is to perform mediating role of organizational commitment in strengthening the effect of psychological contracts and organizational support on OCB. The calculation was performed with Sobel test. The results of mediating role of organizational commitment in strengthening the effect of psychological contracts on OCB. The calculation was performed with Sobel test are shown in Figure 2, while mediating role of organizational commitment in strengthening the effect of organizational support on OCB was shown in Figure 2.

The results confirmed the acceptance of the sixth hypothesis stating that organizational commitment mediates the relationship between psychological contracts and OCB. The results of testing the effect of psychological contracts on OCB obtained an estimated coefficient value of 0.415 with a standard error of 0.074 while the effect of organizational commitment on OCB showed an estimated coefficient value of 0.302 with a standard error of 0.085. With this value, the Sobel test value is 3.0013 with a 2-way significance of 0.0026 and 1-way of 0.0013. This empirically proves that the effect of the psychological contract on OCB through organizational commitment was accepted.

The results of testing the seventh hypothesis show that the influence of organizational commitment increases the effect of organizational support on OCB, with an estimation coefficient of 0.251 and a standard error of 0.061. In addition, the estimated coefficient is 0.302 with a standard error of 0.085. With this value, the Sobel test value is 2.6891 with a two-way significance of 0.0071 and a one-way significance of 0.0035 (Figure 3). This shows empirically that the full mediating role of organizational commitment in the relationship of organizational support for OCB. As a result, the seventh hypothesis is accepted.

Table 3. Regression weight structural equational

	Estimate	S.E.	C.R.	P
Organizational_Commitment ← Psychological_Contract	.435	.097	4.510	***
OCB ← Psychological_Contract	.267	.101	3.052	***
Organizational_Commitment ← Organizational_Support	.250	.083	3.012	.003
OCB ← Organizational_Support	.370	.119	3.110	.002
OCB ← Organizational_Commitment	.401	.125	3.541	***

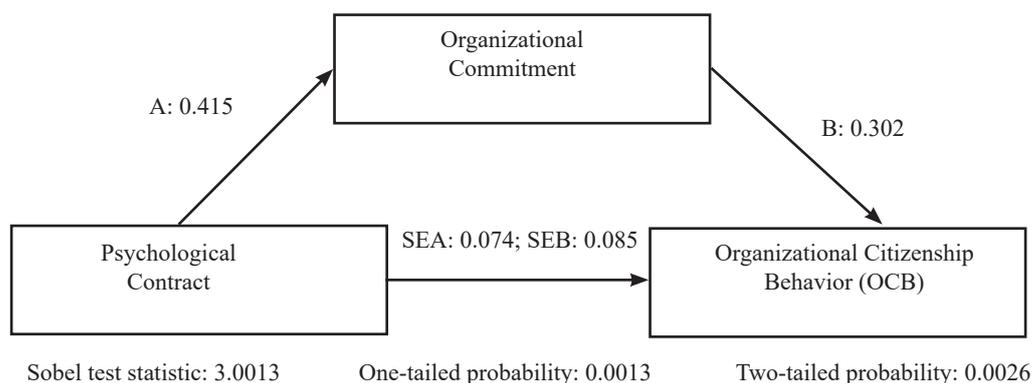


Figure 2. Mediation Test organizational commitment on the influence of Psychological Contracts on OCB

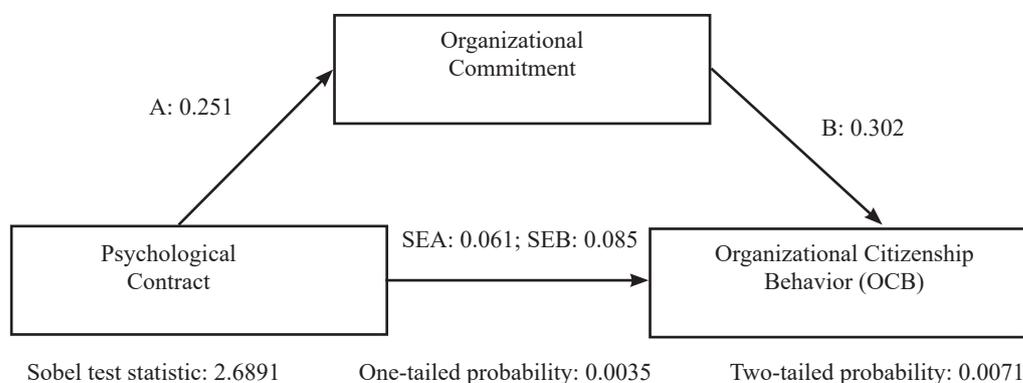


Figure 3. Mediation test of organizational commitment in the relationship between organizational support on OCB

Managerial Implications

This study investigates how psychological contracts impact organizational support and relational aspects of OCB and organizational commitment to firms. Research shows that psychological contracts benefit organizational commitment. These results confirm previous findings by Coyle-Shapiro & Kessler (2000) and Aubé et al. (2007), who found that psychological contracts affect employee commitment. These results suggest that the psychological contract that employees experience is an implicit agreement that includes the employee's expectations and requirements between the employer and the employee. Employees' emotional reactions and attachment to the job are influenced by how they see the company owner. Business owners can provide employees with opportunities to improve their skills and self-actualize through various training programs aimed at improving their skills. In addition, a pleasant work environment and effective communication environment can help meet the needs of employees.

In addition, the research results show that there is a significant correlation between organizational support and employee commitment. These findings confirm previous empirical findings by Coyle-Shapiro & Kessler (2000) which stated that organizational support influences employee commitment. Employees' emotional engagement with the organization is driven by meeting their needs and harmonious social relations, which are psychological consequences. This shows how important it is to maintain the character of the organization in this era by incorporating employees into the values and goals of the organization and doing new and creative things to achieve organizational goals for both employers and the millennial generation as employees. These results also show that when business owners support their organizations, it significantly increases employee commitment. This shows that the organization encourages initiative, encourages employees to participate in decision-making, and internalizes the values held by business owners.

Organizational support can improve Organizational Citizenship Behavior. This finding confirms research by Moorman & Harland (2002) which found that organizational support increases employee citizenship behavior. The level of employee internalization of organizational principles and the level of their participation in achieving organizational goals

shows their level of commitment to the organization. By supporting the organization and working with employees to encourage their work initiatives, they can generate innovative ideas that can help the company grow. By treating employees as partners, organizations are more likely to encourage them to work according to their abilities and provide ideas and volunteer work to the organization. In the end, treating employees as work partners can increase their emotional level and be willing to contribute to business progress. Finally, it has been shown that organizational commitment to OCB has a positive impact. This finding confirms the findings of Chandra et al. (2017); Al-Mamary (2021), which shows that organizational commitment has a positive impact on OCB. Therefore, there is a greater possibility that citizenship behavior is influenced by emotional attachment as a form of employee commitment. These ties tend to increase the level of employee involvement in thinking about how to achieve and build organizational goals. Employee engagement with the workplace and co-workers encourages them to work together in a harmonious work environment and creates a positive image about the organization.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The research results concluded that even though the contract is not written, it is very beneficial for both parties, the psychological contract is based on the perception of both parties regarding reciprocal responsibilities and terms. Employees see business owners offering competitive compensation, rewards, and opportunities to better themselves as professionals. Instead, employees dedicate their abilities consistently to improving their performance and trying harder to develop the company. The psychological contract has a major impact on how employees behave in terms of citizenship. The level of active employee involvement to the company's performance might increase in response to the company's efforts to address employee demands. This does not rule out the possibility that the level of active participation of employees in maintaining a positive image of the company where they work will increase as a result of their efforts to come up with new ideas and collaborate with others. From the results of all the hypothesis tests that have been carried out in this study, the analysis of direct and indirect effects has a significant value. So, Thus, psychological contracts,

organizational support and organizational commitment are needed by companies in their efforts to achieve OCB. These three variables are very important for companies because they can help create a positive work environment and motivate employees to work harder and be more loyal to the company. It can also help in improving company performance and achieving organizational goals.

Recommendations

With the conclusion of the research results, it is important for companies to maintain open and clear communication with employees. This involves providing constructive feedback, providing accessible channels of communication, and ensuring that the company's expectations and goals are well understood by all employees. Effective communication can help strengthen the psychological contract and build strong working relationships. In addition, companies need to provide relevant training and development opportunities for employees. This can include skills training, leadership training, or specific training to meet individual needs. By providing development opportunities, companies demonstrate their commitment to employee growth and success, which in turn strengthens the psychological contract and improves performance. In this study, the only analysis carried out was the influence of the psychological contract of organizational support and organizational commitment to OCB. By considering innovation-oriented businesses, the authors recommend further research to explore the influence of these variables on employee innovative behavior.

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