

The Role of Self-Efficacy, Value Congruence, and Work Well-Being on Employee Commitment: An Empirical Study on the Millennial Generation in Indonesia

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Abstract

Employee commitment plays an essential role in determining performance at work. Besides that, the joining of the Millennial generation with their different characteristics and values in the workforce has brought new challenges to strategic human resource management. Therefore, it becomes urgent and important to understand as well as increase employee commitment, especially for the Millennial employees. Nevertheless, studies related to the influence of value congruence, self-efficacy, and work well-being on commitment at work are still challenging to find in Indonesia. This research aims to examine the role of value congruence, self-efficacy, and work well-being on employee organizational commitment, especially on the Millennial generation in Indonesia. Data were collected through a survey of 256 Millennial employees in Jakarta, Indonesia. We found that value congruence and self-efficacy were positively related to employee work well-being and organizational commitment, while employee work well-being mediates the association between value congruence and self-efficacy toward employee organizational commitment. Furthermore, the managerial implications and issues for future research were discussed.

Keywords: Human resource management; Millennial generation; Employee commitment; Self-Efficacy; And Value Congruence.



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1. Introduction

Human resource management is challenged by the joining of the Millennial generations in the workforce that have different values, preferences, and aspirations about how, where, and when they will work and collaborate (Stewart *et al.*, 2017). The topic about the Millennial generation in the workplace drives much business discussion (Stewart *et al.*, 2017). Millennials profoundly attached to technology, prioritize work-life balance, motivated to work in a team as well as hungry for challenges (Hershatter and Epstein, 2010).

Currently, the competitive dynamics are not only happening in the commercial market, but competition also occurs in the human capital market. Economic development has made industries grow rapidly, followed by a competent, creative, and innovative human capital needs to respond to the challenges of the competition. Nevertheless, research had shown that individuals performance is not only determined by their abilities but also determined by the willingness concerned in realizing its ability to be a superior performance.

One of the attitudes to work that has proven to be strongly related to job performance is employee commitment. Various studies have been conducted concerning organizational commitment, but there is still little discussion about the role of employee self-efficacy and employee-organization value congruence to employee commitment at work, especially of the Millennial generation in Indonesia.

Therefore, this study aims to investigate the role of employee self-efficacy and value congruence to work well-being, the mediation role of work well-being in the relationship between self-efficacy as well as value congruence to employee commitment, and the influence of self-efficacy, work well-being and value congruence to the employee commitment at work.

2. Literature Review

2.1. Self-Efficacy

Bandura (2011) explained “self-efficacy as one's belief in his or her ability to mobilize the motivation, cognitive resources, and course of action necessary to execute a specific operation within a given context.” According to Luthans (2012), people who high in self-efficacy holding five essential characteristics. They put a challenging goal for themselves; highly self-motivated; welcome and thrive on challenge; invest the effort than necessary to achieve their goal; persevere when faced with adversity. Social cognitive theory Bandura (2011) describes “self-efficacy is built on five identified cognitive processes such as symbolizing, forethought, observation, self-regulation, and self-reflection.”

2.2. Value Congruence

Previous research has been conducted to discuss the importance of value congruence to employee attitudes toward work (Edwards and Cable, 2009). Employees who have values that are in line with the values evolved within the organization tend to feel more satisfied and comfortable in working and will maintain their relationship with the organization (Yu, 2014). This fact will benefit both parties, both for employees and for the organization. Employees can do their jobs better, while organizations can reduce costs related to human resource management, such as recruitment, training and development costs, and most importantly the organization gets maximum performance from its employees (Edwards and Cable, 2009).

The organizational culture that has already been internalized through social processes will be difficult to change. Thus, the value congruence that builds up between employees and the organization will also be relatively stable and can be a determinant of whether an employee fits in with the organization (Brandstatter *et al.*, 2016).

2.3. Work Well-Being

Scientific research on well-being has been driven by two primary philosophical perspectives, namely the views of hedonism or happiness, as well as the view of eudemonism or self-actualization. These two perspectives have shaped two prominent concepts of well-being: psychological and subjective well-being. Subjective well-being affirms on the evaluation of positive and negative affection as well as overall life satisfaction (Diener, 2009). Meanwhile, psychological well-being discusses how individuals possess a high degree of self-acceptance, experience positive relationship with their environment, holding an autonomy in determining attitudes and behavior, as well as have a clear purpose in life (Ryff, 2014). In this study, we defined work well-being as the psychological condition of individuals who feel satisfied with their lives, more often experience positive emotions, possess a high degree of self-acceptance, experience positive relationship with their environment, holding an autonomy in determining attitudes and behavior, as well as have a clear purpose in life and able to do coping stress adequately.

2.4. Employee Commitment

Based on literature studies, there are various definitions of employee commitment at work. According to Luthans (2012), employee commitment as an employee's attitude toward the organization reflecting its loyalty to the organization and is an ongoing process, in which every member shows its concern for all the joint efforts within the organization towards prosperity. In this definition, Luthans (2012) emphasizes three essential things to the employee commitment. First, the desire of the individual to remain a member; second, the willingness to provide maximum effort for the benefit of the organization; and third, the belief and accept the values and goals of the organization concerned. An employee who is loyal to the organization will be connected and bonded emotionally with the organization. It is often reflected in employees' beliefs about the mission and goals of the organization, the willingness to do their utmost to achieve organizational goals, and eagerly to keep working in the organization (Meyer *et al.*, 2012).

Researchers Meyer *et al.* (2012) dividing the employee commitment into three dimensions. First, affective commitment or emotional feeling based commitment. A person has a desire to remain in one organization because of the emotional bonding with the organization. It can involve feelings of friendship with coworkers, the work atmosphere built into the organizational culture, as well as the sense of enjoying the time of completing tasks. Employees who have an affective commitment can be said to have remained in the company because of willingness. Second, a continuance commitment or a commitment based on economic considerations. A person willing to stay a member of the company based on the realization that if he/she leaves the company, he/she will experience an economic loss. It includes considerations such as salary, benefits and facilities, promotional possibilities, and other economic concerns. Alternatively, just it can be said that he/she remains working in the company because he/she needed the job. Third, normative commitment or commitment based on normative considerations. Someone who wants to continue work in the company because of the sense of imperative that arises in him/her. For example, there is a sense of indebtedness to the company or even to the owner related to the assistance that was previously received. The normative commitment is formed by a sense of duty in the employee to keep working in the company (Meyer *et al.*, 2013).

Individuals can have a loyalty focus on the company's current leaders, to the work department, to the manager, to the work team, and some are loyal to only certain colleagues. Therefore, the company as a whole need to build a new awareness that its employees will then be committed to the company (Meyer *et al.*, 2006); (Meyer *et al.*, 2012).

2.5. Conceptual Framework

2.5.1. Self-efficacy and work well-being

Self-efficacy can act as a resource of personal characteristics that can improve well-being (Avey *et al.*, 2010); (Culbertson *et al.*, 2010). Hobfoll explain that individuals perform a cognitive evaluation of the availability of resources as an indicator of their well-being (Hobfoll, 2002). (Following to the conservation of resources theory (Hobfoll, 2011), individual's ability to acquire and maintain resources is involving both a process and a goal, a process for achieving success and a goal that include adaptation, coping stress, and well-being.

Furthermore, self-efficacy can affect the mechanisms of individual coping stress, which then affects the level of well-being. Research has shown that individual coping strategies depend heavily on the type and level of resources it has (Chhabra, 2016). Researchers Avey *et al.* (2009) had already found a positive relationship between employee self-efficacy and employee well-being. Therefore, hypotheses can be proposed:

H1: *Employee well-being is positively associated with self-efficacy.*

2.5.2. Value congruence and work well-being

Various studies have succeeded in explaining the relationship between the employee-organization fit with employee well-being (Lin *et al.*, 2014); (Yu, 2014). However, we were still challenging to find the study that specifically investigates the relationship between employee-organization value congruence and work well-being. The existence of a shared personal values with the organization can serve as a supply for individual social and affiliated needs (Yu, 2014). Values that are considered essential to an employee will affect what the employee wants from his job, while the values that are considered critical to the organization will also affect how the organization will reward its employees. So value congruence will affect the suitability between the needs of the employee and the supply from the organization, which will further improve employee well-being (Deniz *et al.*, 2015). Then, employee-organization value congruence will also encourage better communication and coordination within the organization, which can help employees meet organizational demands. Thus, such alignment will improve employee performance, then the organization will reward the performance, and the employee will be satisfied (Lin *et al.*, 2014). Stress will occur if the supply from the organization cannot meet the individual needs (Deniz *et al.*, 2015). Stress will be higher if it happens to the needs that are considered significant by the individual concerned (Brandstatter *et al.*, 2016). Therefore, hypotheses can be proposed:

H2: *Employee well-being is positively associated with employee-organization value congruence*

2.5.3. Self-efficacy and Employee Commitment

Conservation of resources theory Hobfoll (2011) said that individuals are always trying to gain and retain resources. The theory also describe how employees acquire and to maintain the resources needed, both to meet employment demands as well as to keep the sustainability of ownership of those resources. Thus, individuals with high self-efficacy, as psychological resources, will experience positive emotions, in which these feelings can be directed to their work so that it will increase the affective commitment. Prior studies have shown a positive and significant influence between self-efficacy on employee commitment (Luthans *et al.*, 2008). Employees who are confident in their ability, and feels an autonomy to contribute to their organizations (Luthans, 2012) may be committed to the organization. Likewise, an employee with high in self-efficacy will persist in the pursuit of goals, will have high motivation in completing the tasks from the company, and in this relationship, the unyielding employees will be able to perform better. As a result, employees will remain loyal to the organization (Simons and Buitendach, 2013). Therefore, hypotheses can be proposed:

H3: *Employee commitment is positively associated with employee self-efficacy.*

2.5.4. Value congruence and employee commitment

The existence of value congruence between employee and the organization will create social support for the employee (Lu *et al.*, 2015). Then, this social support can help the employee in completing his/her duties, making the employee get rewards from the organization that serves as the fulfillment of their needs. The result is that employees will feel satisfied, creating a positive emotion towards the organization, which means helping to develop affective commitment (Edwards and Cable, 2009). Therefore, hypotheses can be proposed:

H4: *Employee commitment is positively associated with employee-organization value congruence.*

2.5.5. Work Well-Being and Employee Commitment

Following to the affective event theory, work can be a stimulus of affective reactions, which in turn will affect individual attitude and behavior. Events that trigger positive feelings will increase job satisfaction, which is an integral part of well-being (Meyer and Maltin, 2010). Positive feelings will also stimulate the emergence of positive emotions, where according to positivity theory (Fredrickson, 2013), positive emotions will arouse the ability of the employee to build broad reasoning and even create the psychological resources needed to face the next challenge of work-life. These resources are likely to be retained by the employee, as loss of resources causes stress and strain, a condition that is not favorable both physically and mentally (Hobfoll, 2002). Well-being will encourage the formation of psychological bonding between employees and the company (Meyer and Maltin, 2010). Thus can be proposed hypothesis:

H5: *Employee commitment is positively associated with work well-being.*

2.5.6. Work Well-Being Mediates the Relationship Between Self-Efficacy and Employee Commitment

Self-efficacy can act as a resource of personal characteristics that can improve well-being (Avey *et al.*, 2010) (Siu, 2013). Previous studies (Avey *et al.*, 2010) have found a positive relationship between employee self-efficacy and employee well-being. Well-being will encourage the formation of psychological bonding between employees and the company (Culbertson *et al.*, 2010). It will increase the employee normative commitment. Therefore, hypotheses can be proposed:

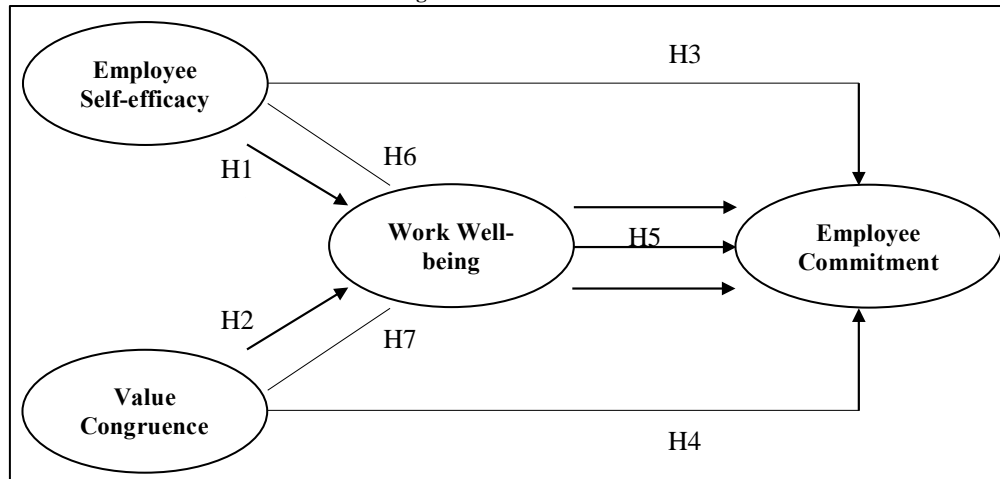
H6: *Work well-being mediates the relationship between self-efficacy and employee commitment*

2.5.7. Work Well-Being Mediates the Relationship between Value Congruence and Employee Commitment

Values that are considered essential to an employee will affect what the employee wants from his job, while the values that are considered critical to the organization will also affect how the organization will reward its employees (Brandstatter *et al.*, 2016). Value congruence will affect the suitability between the needs of the employee and the supply from the organization, which will further improve employee well-being (Edwards and Cable, 2009); (Yu, 2014). Stress will occur if the supply from the organization cannot meet the individual needs (Deniz *et al.*, 2015). Well-being will encourage the formation of psychological bonding between employees and the company (Culbertson *et al.*, 2010). Therefore, hypotheses can be proposed:

H7: Work well-being mediates the relationship between value congruence and employee commitment

Figure-1. Research Model



3. Methodology/Materials

In this research, the sample consisted of 256 Millennial employees from three companies in the digital business industry in Jakarta. Selection of these three companies was based on their size and growth that were remarkable among the others. We contacted human resource managers from these companies to ask for participation in our study. We explained the objective of this research is to examine the interplay between employee self-efficacy, employee-organization value congruence, employee work well-being into employee commitment at work. By using simple random sampling method, 300 questionnaires were distributed to the targeted respondents, and finally, 256 questionnaires were coded and analyzed.

This research is based on the objective of applied research, since the development of knowledge in human capital and organizational behavior management is based on how to obtain the required data, descriptive and correlational, which is the purpose of this research analysis is based on the association between the variables.

A pre-test was conducted to ensure the scales' reliability. Some terms that had become indigestible as going through the translation process were modified by the results of the pre-test. The final questionnaire has Cronbach's alpha as shown in table 1.

We assessed self-efficacy using items adapted from Avey *et al.* (2010). The sample items include: "I feel confident helping to set targets in my work area." Value congruence was assessed using items adapted from Cable and DeRue (2002). The statements from the scale include: "The things that I value in life are very similar to the things that my organization value." Employee work well-being was assessed using items adapted from Diener (2009) flourishing scale, and the statements from the scale include: "I lead a purposeful and meaningful life" and "My social relationships are supportive and rewarding." Finally, employee commitment to the organization was assessed using items adapted from Meyer *et al.* (2012). Sample items from the scale include: "I would be pleased to spend the rest of my career with this organization"; "Right now, staying with this organization is a matter of necessity"; and "I would feel guilty if I left this organization now." All scales were given on the 6-point Likert scale from 1 to 6 ("strongly disagree" to "strongly agree"). Then, we also include some demographic variables as control variables in the questionnaire such as gender, age, level of education, and marital status.

Table 1. Reliability Test Results

Variables and Dimensions	Cronbach's Alpha
Efficacy	.709
Value Congruence	.792
Work Well-Being	.762
Employee Commitment	
Affective Commitment	.743
Continuance Commitment	.744
Normative Commitment	.767

4. Results and Findings

Means, standard deviations, and correlations between variable are presented in table 2. The results showed that employee work well-being and employee commitment were positively correlated ($r=0.466$, $p<0.05$). Employee self-efficacy and employee work well-being were positively correlated ($r=0.271$, $p<0.05$). Employee perceived value congruence and employee work well-being were positively correlated ($r=0.417$, $p<0.01$). Employee self-efficacy and employee commitment were positively correlated ($r=0.322$, $p<0.05$), and employee perceived value congruence were positively correlated with employee commitment ($r=0.444$, $p<0.01$). Employee self-efficacy and perceived value congruence as independent variables were not significantly correlated each other.

We were using confirmatory factor analysis (CFA) to assess whether the research model fits the sample data adequately. The result showed that the research model being a satisfactory fit to the data ($\chi^2 = 44.64$ $df=34$, $\chi^2/df=1.313$, $RMSEA=0.035$, $GFI=0.97$, $CFI=0.99$, $NFI=0.97$). All the factor loading for the indicators on the latent variables were well represented by their indicators.

Table 2. Hypotheses testing

Path	Standardized Coefficient (b)	t-values	Conclusion
SE → WWB	0.23	2.44	Significant
SE → EC	0.25	2.26	Significant
VC → WWB	0.47	4.65	Significant
VC → EC	0.41	3.10	Significant
WWB → EC	0.48	3.16	Significant

$p \leq 0.05$; two-tailed

To prove the mediation role of work well-being, we perform z-value and p-value calculations using Sobel formula. The result shows for the path SE → WWB → EC relationship, z-value = 3.25 and p-value 0.00, while for the path VC → WWB → EC relationship, z-value = 5.12 and p-value 0.00. These results indicate that work well-being significantly acts as a mediator, both on the relationship between self-efficacy and employee commitment, as well as on the relationship between value congruence and employee commitment. Based on the z-value it can be said that the role of work well-being mediation is higher in the relationship of value congruence with the employee commitment than on the self-efficacy relationship with the employee commitment.

Furthermore, from the regression analysis, the value of R^2 for the role of self-efficacy and value congruence to work well-being is 0.39. This means that 39% variance in work well-being is influenced by self-efficacy combined with value congruence and the rest is influenced by other factors. While the value of R^2 for the role of self-efficacy, value congruence and work well-being to employee commitment is 0.61. This means that 61% variance in employee commitment is influenced by a combination of self-efficacy, value congruence, and work well-being while the rest is influenced by other factors.

5. Discussion

This research aims to investigate the role of employee self-efficacy and value congruence to work well-being, the mediation role of work well-being in the relationship between self-efficacy as well as value congruence to employee commitment, and the influence of self-efficacy, work well-being and value congruence to the employee commitment at work, especially on the Millennial generation in Indonesia. Based on our observations and literature review, we found that employees from the Millennial generation had shown different characteristics and hold different values compared to other generations, such as Baby boomers and gen X. They show a high level of confidence, able to adapt to the dynamic working atmosphere, profoundly attached to technology, prioritize work-life balance, seek freedom in doing their job, motivated to work in a team, but hungry for challenges and known as the generation who are easily bored and quickly move to another job. Therefore, this research intends to understand the factors that can increase employee work commitment from the Millennial generation, so to achieve superior performance that companies can apply the appropriate strategy in human resource management, as a source of sustainable competitive advantage.

The results show that all hypotheses in this study are proven empirically. Employee self-efficacy and employee-organization value congruence are both positively correlated with both employee work well being and employee commitment. Besides, employee work well-being also has a positive influence on employee commitment, while also supporting that work well-being acts as a mediator between employee self-efficacy and employee-organization value congruence with employee commitment.

The positive correlation between self-efficacy and work well-being confirmed the findings of [Avey et al. \(2010\)](#); [Culbertson et al. \(2010\)](#); [Siu \(2013\)](#) in their research of psychological capital, whereas self-efficacy is one of the dimensions of psychological capital that show positive correlation with work well being. Self-efficacy can act as cognitive resources that help the employee to achieve success include adaptation, coping stress, and well being. Then, positive effects are shown between employee-organization value congruence to work well-being, in line with

the results by Brandstatter *et al.* (2016); Lin *et al.* (2014). The value congruence between employees with the organization can make the employees more enjoy their work and able to cope with stress arising from work.

Furthermore, this study also supports hypotheses about positive relationship between employee self-efficacy with employee commitment and positive relationship between employee-organization value congruence with employee commitment. These confirm the application of conservation of resources theory (Hobfoll, 2011) in work settings. Employees with high self-efficacy tend to be able to overcome problems faced in work, will experience positive emotions, in which these feelings can be directed to their work so that it will increase the employee commitment. Then the value congruence between employee and organization will create a social support for the employee (Lu *et al.*, 2015); (Yu, 2014). Then, this social support can help the employee in completing his/her duties, making the employee get rewards from the organization that will serve as the fulfillment of his/her needs. The result is that employees will feel satisfied, creating a positive emotion towards the organization, which means helping to develop commitment (Ali *et al.*, 2014). Finally, this research shows a positive relationship between employee work well being and commitment in line with prior research (Meyer and Maltin, 2010). As explained through positivity theory (Fredrickson, 2013), positive emotions will arouse the ability of individuals to build the next challenge of work-life. These resources are likely to be retained, as loss of resources causes stress and strain, a condition that is not favorable both physically and mentally.

6. Conclusion

The results show that if employee who perceives higher level of self-efficacy, then he or she is likely to report greater commitment toward work. This relationship can be partially explained by detailing the involvement of work well-being. In essence, employees who reported high levels of self-efficacy reported feeling more well-being, and in turn, well-being employees reported higher level of commitment toward work.

Futhermore, who perceives higher level value congruence with the organization, then he or she is likely to report greater commitment. This relationship can be partially explained by detailing the involvement of work well-being. In essence, employees who reported high levels of value congruence reported feeling more well-being, and in turn, well-being employees reported higher level of commitment as well.

This research provides practical implications for the industry, especially for the management of human capital. Retaining the talented employees is essential for any organization to create competitive advantage and long-term organizational success. We believe that with an understanding of the Millennial employees characteristics, values, and how they interact with the environment, the manager can develop a strategy that aligns with the Millennial employees to ensure work is designed to affect employees' attitudes and behaviors positively.

Implications also include the importance of value congruence between employee and the organization as well as self-efficacy concept for improving organizational performance. Value congruence becomes essential for attracting and retaining the talented workforce, utilizing their skills efficiently and, in general, leveraging human potential most critically. It will be useful for the organizations to develop employee-organization value congruence scales that can be used to assess the congruence of the candidates which can be matched with the organizational values and standards, resulting in high employee-organization value congruence.

Furthermore, this study also showed that employee work well-being plays an essential role in determining employee commitment to work. Therefore, the company can consider a positive approach to building sustainable competitive advantage. Positivity is concerned with understanding the best of the human condition, such as flourishing, compassion, optimal functioning, excellence, and other life-giving dynamics for their sake, rather than just as means towards different ends. This study contributes by demonstrating those relationships also proven empirically in the context of the Millennial employees in Indonesia.

Finally, the organizational pendulum between the individual factors and contextual factors should oscillate in a way to develop dynamic effects on employee commitment, then to convert human resources become a source of sustainable competitive advantage to achieve companies superior performance.

6.1. Limitations and Directions for Future Research

As the design of this research was cross-sectional, a causal relationship regarding the impact of self-efficacy, value congruence, and work well being toward employee organizational commitment cannot be drawn. A longitudinal study where the effects of self-efficacy and value congruence are related to employee work well being and organizational commitment at a particular point in the future would provide a more rigorous test of relationships.

This research uses self-report assessment to measure value congruence between employee and the organization, although the tests used were reliable, using self-report assessment could lead common method variance problems. Then, future research may use qualitative methods to investigate emergent themes in this area to overcome social desirability biases. Finally, the sample in this research was limited to the employees from digital business industry in Jakarta. Future research may explore a broader range of employees at different levels, industries, and cultures.

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Appendix 1

Authors Biographies

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Appendix 2

Questionnaire items

Self-efficacy

I feel confident analyzing a long-term problem to find a solution.

I feel confident helping to set targets in my work area.

I feel confident presenting information to a group of colleagues.

Value congruence

The things that I value in life are very similar to the things that my organization values.

My personal values match my organization's values and culture.

My organization's values and culture provide a good fit with the things that I value in life.

Work well-being

I lead a purposeful and meaningful life

My social relationships are supportive and rewarding

I am engaged and interested in my daily activities

I actively contribute to the happiness and well-being of others

I am competent and capable in the activities that are important to me

I am a good person and live a good life

I am optimistic about my future

People respect me

Employee commitment

I would be pleased to spend the rest of my career with this organization.

I really feel as if this organization's problem are my own.

This organization has a great deal of personal meaning for me.

Right now, staying with this organization is a matter of necessity.

It would be very hard for me to leave my organization right now, even if I wanted to.

I believe that I have too few options to consider leaving this organization.

I would feel guilty if I left this organization now.

I do not believe that a person must always be loyal to his/her organization (R).

I was taught to believe in the value of remaining loyal to one organization.