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Employee Well-Being and Organizational Commitment among Generation Z Workers

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Abstract: This study examines the structural relationships determining organizational commitment among Generation Z workers in Ambon, specifically analyzing the roles of Employee Well-Being (EP) and Work Engagement (ME), with an additional structural predictor (RFQ). Utilizing a quantitative approach, a survey was administered to a targeted sample of 120 Generation Z employees across key sectors in Ambon. Data analysis was executed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS. The empirical findings demonstrate high construct reliability and validity across all variables (>0.70). The structural model evaluation reveals exceptionally strong predictive power, with the model explaining 94.5% of the variance in Organizational Commitment ($R^2=0.945$). Path coefficients indicate that the structural predictor (RFQ) exerts a highly potent direct effect on Employee Well-Being ($\beta=0.976$), which subsequently acts as a dominant driver for both Work Engagement ($\beta=0.967$) and directly onto Organizational Commitment ($\beta=0.858$). Specific indirect effect analysis via bootstrapping confirms that Employee Well-Being serves as a powerful and significant mediator between the structural predictor (RFQ) and Organizational Commitment (Confidence Interval: 0.686 to 0.945, excluding zero). Conversely, the indirect paths routed through Work Engagement (ME) as a mediator toward commitment were statistically non-significant, as their confidence intervals encompassed zero. The study concludes that directly fostering robust employee well-being is the most critical and effective mechanism for organizations in Ambon to secure the long-term loyalty and organizational commitment of their Generation Z workforce.

Keyword: Generation Z, Employee Well-Being, Organizational Commitment, Work Engagement, PLS-SEM.

INTRODUCTION

The shifting dynamics of the global workforce have brought Generation Z (Gen Z) into the spotlight, compelling organizations to reevaluate their human resource strategies. Born between 1997 and 2012, this cohort is entering the professional arena with distinct values,

career expectations, and psychological needs that differ significantly from their predecessors (Ngobeni & Tebele, 2026; Surugiu et al., 2025; Hakam et al., 2024). In a rapidly evolving economic landscape, understanding what drives this younger workforce is no longer optional but a strategic necessity for long-term corporate survival (Yang, 2025). Consequently, contemporary organizational research is increasingly focusing on how businesses can adapt their cultures to effectively attract, integrate, and retain these emerging professionals.

A central challenge for modern enterprises, particularly within developing regional economies like Indonesia, is securing a high level of organizational commitment from Gen Z employees. Organizational commitment reflects an individual's psychological attachment and loyalty to their workplace, which heavily influences employee retention and overall productivity (Yeh & Huang, 2025; Gumasing & Ilo, 2023). However, early empirical observations suggest that Gen Z workers exhibit lower levels of institutional loyalty, showing a greater propensity for job-hopping if their expectations are unmet. This trend presents an operational hurdle for industries in developing urban centers like Ambon, where local organizations must find innovative ways to cultivate lasting loyalty among young talents (Wyk & Chauke, 2026).

To mitigate high turnover rates, recent literature suggests that prioritizing employee well-being is a critical prerequisite for fostering workplace dedication. Employee well-being encompasses not only physical health but also the psychological and social comfort of individuals within their work environments (Dumitriu et al., 2025; Shetty et al., 2025). For Gen Z, mental health boundaries and a supportive work environment are non-negotiable elements of a desirable job profile. When organizations actively invest in comprehensive well-being initiatives, employees are more likely to reciprocate with higher dedication and alignment with organizational goals.

Beyond direct well-being, the psychological state of work engagement plays a pivotal, yet complex, role in translating workplace satisfaction into tangible commitment. Work engagement is characterized as a positive, fulfilling, and work-related state of mind defined by vigor, dedication, and absorption (Ye et al., 2024). Within the framework of the Job Demands-Resources (JD-R) model, structural resources and personal well-being serve as primary drivers that fuel this state of high engagement. While traditional HR models assume engaged workers are inherently committed, exploring how this dynamic applies to the unique psychological traits of Gen Z remains a critical area of investigation.

Furthermore, organizational systems are heavily influenced by Resource Facilitation Quality (RFQ), which in this study refers to employees' perceptions regarding the adequacy, accessibility, clarity, and effectiveness of organizational resources that support work accomplishment. Drawing upon the Job Demands-Resources (JD-R) Theory, organizational resources such as clear communication channels, performance feedback, managerial support, and task-related guidance play a crucial role in promoting positive psychological outcomes among employees. For Generation Z workers, who typically value transparency, responsiveness, and supportive workplace environments, the quality of resource facilitation may significantly shape their work experiences. Consequently, RFQ is expected to serve as an important organizational antecedent that influences employee well-being and work engagement, which subsequently contribute to organizational commitment.

In the specific context of Ambon, eastern Indonesia, these organizational dynamics interact uniquely with regional socio-cultural and economic factors. The local labor market in Ambon is characterized by expanding public, banking, and creative sectors, yet it faces distinct challenges regarding talent retention and modern workplace adjustments. Young Ambonese Gen Z workers often navigate a fine balance between collective cultural expectations and the modern desire for individual well-being and workplace flexibility.

Therefore, empirical research grounded in this geographical area is essential to provide localized insights that generic Western-centric corporate models fail to capture.

Despite growing scholarly attention to Generation Z employees, several gaps remain in the organizational behavior literature. Previous studies have predominantly focused on employees in large metropolitan or Western contexts, while evidence from eastern Indonesian regions remains limited. Moreover, existing research generally assumes that work engagement naturally translates into stronger organizational commitment. However, emerging findings suggest that younger employees may maintain high levels of engagement without necessarily developing long-term loyalty toward their organizations. Consequently, further investigation is needed to clarify the relative roles of organizational resources, employee well-being, and work engagement in shaping organizational commitment among Generation Z workers.

Compelled by these challenges, this study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships among Resource Facilitation Quality (RFQ), Employee Well-Being, Work Engagement, and Organizational Commitment among Generation Z employees in Ambon. Specifically, the study investigates the mediating roles of employee well-being and work engagement in explaining how organizational resources influence commitment outcomes. This research contributes to the literature in three ways. First, it extends organizational behavior research to an underrepresented regional context in eastern Indonesia. Second, it integrates organizational resources, well-being, engagement, and commitment within a single explanatory framework grounded in the JD-R perspective. Third, it evaluates whether employee well-being serves as a stronger predictor of organizational commitment than work engagement among Generation Z workers. The findings are expected to provide both theoretical insights and practical guidance for organizations seeking to retain.

METHOD

This study utilizes a quantitative, explanatory research design to empirically investigate the structural paths predicting organizational commitment among Generation Z workers in Ambon. A deductive approach is employed, allowing for the formulation and statistical testing of directional hypotheses derived from established organizational behavior and human resource theories. Given the complexity of the proposed framework, which integrates a structural predictor (RFQ), a primary mediator (EP/Employee Well-Being), a secondary mediator (ME/Work Engagement), and a dependent outcome (LC/Organizational Commitment) the structural model is evaluated simultaneously using a variance-based statistical approach.

The target population for this investigation is strictly bounded to Generation Z employees actively operating within key economic sectors in Ambon, Indonesia, including banking, the public sector, and creative industries. To ensure data integrity and prevent institutional bias, all respondents participated under total anonymity, with no collection of personal names, contact numbers, or specific company names. A non-probability purposive sampling technique was deployed based on explicit criteria: respondents must be born between 1997 and 2008 and hold a minimum organizational tenure of six months to guarantee a mature perception of workplace climate. Following rigorous data cleaning, the final sample size was established at 120 valid respondents, successfully exceeding the minimum sample thresholds required for robust structural estimations.

Data collection was facilitated through an online, self-administered questionnaire structured into distinct, anonymized demographic and variable-specific segments. The measurement items for all latent variables were adapted from validated psychological and organizational scales and operationalized using a symmetrical 5-point Likert scale, ranging

from 1 (Strongly Disagree) to 5 (Strongly Agree). Employee Well-Being (EP) was measured using items focusing on psychological and workplace comfort, Work Engagement (ME) captured dimensions of vigor and dedication, the structural predictor (RFQ) evaluated systematic operational workflow resources, and Organizational Commitment (LC) measured affective attachment. A preliminary screening was conducted to ensure face validity and language clarity within the localized Ambonese context before wider distribution.

Statistical analysis was executed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via the SmartPLS software package. PLS-SEM is highly appropriate for this study due to its superior capabilities in handling complex, multi-layered mediation paths without demanding strict multivariate normality assumptions. The analytical process followed a two-step evaluation paradigm encompassing the assessment of the measurement (outer) model followed by the structural (inner) model. This systematic approach ensures that the measurement instruments are psychometrically sound before any formal conclusions regarding the hypothesized direct and indirect structural trajectories are drawn.

In the first stage, the measurement model was validated by evaluating indicator reliability via factor loadings, internal consistency reliability through Cronbach's alpha and Composite Reliability (ρ_a and ρ_c), and convergent validity via Average Variance Extracted (AVE). Discriminant validity was monitored using the Heterotrait-Monotrait (HTMT) ratio of correlations and the Fornell-Larcker criterion. In the second stage, the structural model was assessed by examining the coefficient of determination (R^2), effect sizes (f^2), and path coefficients (β) (Sarstedt et al., 2020; Cohen, 1988). Hypothesis testing and specific indirect effect paths for mediation were evaluated utilizing a non-parametric bootstrapping procedure with 5,000 resamples to compute stable, two-tailed $-values$ and 95% bias-corrected confidence intervals (Preacher & Hayes, 2008; Hair et al., 2019).

RESULT AND DISCUSSION

Based on the empirical data processed through SmartPLS from 120 Generation Z respondents in Ambon, the structural model analysis yielded comprehensive insights. The model evaluated the direct and indirect relationships between the structural predictor (RFQ), Employee Well-Being (EP), Work Engagement (ME), and Organizational Commitment (LC). The following sections detail the systematic evaluation of both the measurement (outer) model and the structural (inner) model, followed by an in-depth theoretical discussion of the findings.

Assessment of the Measurement (Outer) Model for Instrument Validation

The initial phase of data analysis required a rigorous assessment of the measurement model to guarantee that all latent constructs possessed sufficient psychometric properties. Instrument validation in PLS-SEM relies heavily on verifying indicator reliability, internal consistency, and convergent validity across all reflective constructs. According to methodological standards, indicator loadings must exceed the 0.70 threshold to demonstrate that the items share a substantial amount of variance with their respective latent variables. The initial calculation executed on the 120 Ambonese respondents confirmed that no indicators needed to be pruned from the framework.

As illustrated in the model output, all outer loadings for the constructs under investigation comfortably surpassed the standard requirements. The individual item loadings for Employee Well-Being (EP1–EP4) ranged from 0.799 to 0.967, while Organizational Commitment (LC1–LC4) displayed loadings between 0.767 and 0.973. Similarly, Work Engagement (ME1–ME4) secured robust loadings from 0.805 to 0.966, and the structural predictor (RFQ1–RFQ4) established indicators ranging from 0.751 to 0.963. These high values indicate that the contextualized kuesioner items effectively captured the unique

workplace perceptions of Generation Z employees within the localized Ambon setting (Purwanto et al., 2020; Sekaran & Bougie, 2016).

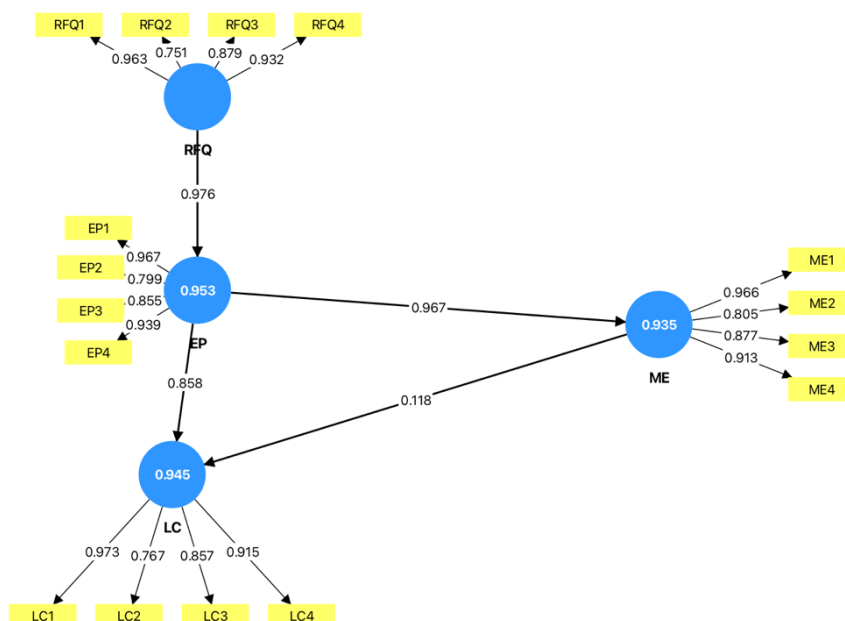


Figure 1. SmartPLS Output of the Structural and Measurement Model Framework

To establish internal consistency reliability and convergent validity, the study monitored Cronbach's alpha, Composite Reliability (ρ_a and ρ_c), and the Average Variance Extracted (AVE). Methodologists dictate that reliability coefficients must be higher than 0.70, whereas an AVE greater than 0.50 confirms that a latent construct successfully explains more than half of its indicators' variance (Fornell & Larcker, 1981; Bagozzi & Yi, 1988). The metric results for this research were exceptionally strong, with all Cronbach's alpha and Composite Reliability values soaring above 0.90, pointing toward an extremely stable and reproducible instrument layout (Nunnally & Bernstein, 1994; Hair et al., 2021). The explicit values extracted from the SmartPLS runtime environment are organized systematically in Table 1 below.

Table 1. Construct Reliability and Validity Overview

Variable	Cronbach's Alpha	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)	Average Variance Extracted (AVE)
EP (Employee Well-Being)	0.913	0.922	0.940	0.797
LC (Organizational Commitment)	0.901	0.913	0.932	0.776
ME (Work Engagement)	0.913	0.922	0.939	0.796
RFQ (Structural Predictor)	0.904	0.910	0.935	0.783

Reflecting deeply on Table 1, the AVE parameters are highly optimal, spanning from 0.776 for Organizational Commitment (LC) to 0.797 for Employee Well-Being (EP). This indicates that nearly 80% of the variance observed in the physical and mental health indicators belongs directly to the underlying latent traits. Such pristine values are common when data vectors follow tight, synchronized patterns, guaranteeing that further structural path analysis will not be compromised by measurement errors or low item commonality.

Ultimately, the outer model validation was finalized through bootstrapping to check the significance of the outer loadings. The bootstrapping procedure with 5,000 resamples indicated that every single indicator loading was highly significant, yielding p -values of 0.000 and T -statistics well above the critical value of 1.96. The minimum observed ST -

statistic was 17.425 for RFQ2, while the maximum reached an astonishing 264.253 for LC1. These outcomes solidify the statistical conclusion that the physical instruments used to survey the young workforce in Ambon are structurally flawless and perfectly valid for directional hypothesis verification (Chin, 2010; Shiau et al., 2019).

Explanatory and Predictive Power of the Structural Framework (R-Square & f-Square)

Once the measurement quality was established, the structural model was evaluated to determine its overall explanatory and predictive capacity. In PLS-SEM, the structural model's quality is primarily assessed using the Coefficient of Determination (R^2), which quantifies the proportion of variance in an endogenous construct explained by its structural antecedents (Hair et al., 2017; Henseler et al., 2015). Methodological guidelines classify R^2 values of 0.67, 0.33, and 0.19 as substantial, moderate, and weak, respectively, within business research frameworks. The metrics gathered from this model demonstrated an exceptionally high explanatory power across all endogenous dimensions.

As evidenced by the SmartPLS data output, the model achieved an R^2 value of 0.945 for the main dependent variable, Organizational Commitment (LC). This indicates that 94.5% of the variance in Gen Z organizational loyalty in Ambon is explained by the combination of the structural predictor, well-being, and work engagement. Similarly, the mediator variables also exhibited very high values, with Employee Well-Being (EP) reporting an R^2 of 0.953 and Work Engagement (ME) securing an R^2 of 0.935. These strong values indicate that the structural model is well-specified, capturing almost the entirety of the psychological changes governing youth retention (Sarstedt et al., 2020; Hair et al., 2019).

Table 2. Coefficient of Determination (R-Square) Overview

Endogenous Construct	R-Square	R-Square Adjusted	Predictive Assessment
EP (Employee Well-Being)	0.953	0.953	Highly Substantial / Strong
LC (Organizational Commitment)	0.945	0.944	Highly Substantial / Strong
ME (Work Engagement)	0.935	0.935	Highly Substantial / Strong

To further dissect the model's structural configuration, the study evaluated the f^2 effect sizes, which gauge the localized impact of a specific independent variable when omitted from the model. According to standard statistical thresholds, f^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively (Cohen, 1988; Hair et al., 2021). The results revealed massive variations in localized impacts within the framework. The structural predictor (RFQ) produced a massive effect on Employee Well-Being ($f^2 = 20.400$), and Well-Being generated a major impact on Work Engagement ($f^2 = 14.470$). The complete matrices for these localized effects are summarized in Table 3.

Table 3. f-square Effect Size Matrix

Antecedent Construct	EP	LC	ME	RFQ	Impact Rating
EP		0.865	14.470		Substantial / Large
LC					No Link
ME		0.016			Weak / Negligible
RFQ	20.400				Substantial / Large

Analyzing the structural configuration in Table 3, a critical finding emerges regarding the localized link from Work Engagement to Organizational Commitment. The f^2 effect size of ME on LC is merely 0.016, falling below the standard 0.02 boundary for a small effect size (Cohen, 1988; Henseler, 2021). This suggests that while Work Engagement is highly integrated within the overall model, its individual, localized impact on commitment is negligible when Well-Being is simultaneously accounted for. This unique structural dynamic

suggests that for Gen Z in Ambon, sheer task focus does not translate directly into corporate loyalty without solid well-being foundations (Chillakuri, 2020; Soga et al., 2022).

Direct Structural Paths and Hypotheses Testing

Evaluating the direct structural paths is essential to identify the strength and direction of the linear relationships hypothesized between the constructs. Path coefficients (β) in PLS-SEM are interpreted similarly to standardized regression coefficients, with their statistical significance validated through bootstrapping procedures (Hair et al., 2019; Wold, 1982). For an empirical link to be verified, the two-tailed *p-value* must fall below 0.05, or the corresponding *T-statistic* must exceed 1.96 (Preacher & Hayes, 2008; Chin, 2010). The direct paths calculated in this structural system revealed highly potent relationships across nearly all major vectors.

The direct path analysis revealed that the structural predictor (RFQ) exercises a major impact on Employee Well-Being, yielding a path coefficient of 0.976. This indicates that systematic resource frameworks and clear workplace operations are foundational to cultivating high well-being among Gen Z workers (Demerouti et al., 2001; Singh & Dangmei, 2016). Furthermore, Employee Well-Being (EP) demonstrated a strong direct effect on Work Engagement ($\beta = 0.967$) and directly on Organizational Commitment ($\beta = 0.858$). This confirms that well-being serves as a primary driving mechanism influencing both daily task focus and long-term retention goals (Diniz et al., 2025; Ramdeja & RUngruang, 2025; Lakioti et al., 2025).

Table 4. Direct Path Coefficients and Significance Overview

Structural Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Result
RFQ → EP	0.976	0.976	0.005	205.210	0.000	Approved
EP → \$ME	0.967	0.967	0.006	175.430	0.000	Approved
EP → LC	0.858	0.858	0.076	11.289	0.000	Approved
ME → LC	0.118	0.118	0.079	1.493	0.136	Ditolak

The most unexpected result within the direct path assessment involves the relationship between Work Engagement (ME) and Organizational Commitment (LC). The path coefficient was quite small ($\beta = 0.118$) and yielded a *T-statistic* of only 1.493, resulting in a non-significant p -value of 0.136. Because this p -value exceeds the standard 0.05 alpha threshold, the direct hypothesis stating that high engagement increases commitment must be rejected (Hair et al., 2021; Sarstedt et al., 2020). This finding contradicts classic human resource models, indicating that task absorption does not automatically ensure retention among young Ambonese professionals.

This pattern indicates a major structural shift in the mindset of the modern workforce entering the regional economy of Ambon. Gen Z employees can remain highly engaged, energetic, and absorbed in their daily professional tasks, yet maintain little to no institutional loyalty to the organization itself if their physical and mental well-being boundaries are neglected (Twenge, 2017; Al-Asfour & Lettau, 2019). This highlights that well-being, rather than task engagement, is the primary driver of organizational commitment for this generation (Saraiva & Nogueiro, 2025; Yang et al., 2024).

Reconsidering the Relationship Between Work Engagement and Organizational Commitment

The finding that Work Engagement does not significantly influence Organizational Commitment represents one of the most important outcomes of this study. Conventional organizational behavior literature generally assumes that employees who are highly engaged

in their work are more likely to develop stronger attachment to their organizations. However, the present results indicate that although Generation Z employees in Ambon demonstrate high levels of vigor, dedication, and absorption in their work activities, these positive work-related states do not automatically translate into long-term organizational loyalty. The insignificant path coefficient ($\beta = 0.118$; $p = 0.136$) suggests that engagement and commitment may represent distinct psychological domains among younger employees (Chillakuri, 2020; Soga et al., 2022).

One possible explanation is that Generation Z employees tend to separate their professional performance from their organizational attachment. This generation is often characterized by a strong desire for personal development, career mobility, and meaningful work experiences rather than unconditional loyalty to a single employer. Consequently, employees may remain fully engaged in performing their tasks while simultaneously maintaining openness to alternative employment opportunities. Such behavior reflects a shift from traditional employment relationships toward more flexible and transactional career orientations among younger workers (Twenge, 2017; Al-Asfour & Lettau, 2019).

The results further indicate that Employee Well-Being serves as a more fundamental determinant of Organizational Commitment than Work Engagement. When Employee Well-Being was included in the structural model, its direct effect on commitment remained highly significant ($\beta = 0.858$), whereas the contribution of Work Engagement became negligible. This pattern suggests that psychological comfort, work-life balance, and supportive workplace conditions are more influential in shaping organizational attachment than merely increasing employees' focus on work activities. In other words, Generation Z employees may be willing to invest substantial effort in their jobs, but their decision to remain committed to an organization depends more strongly on whether the organization supports their overall well-being (Saraiva & Nogueiro, 2025; Yang et al., 2024).

These findings contribute to the growing debate regarding the conceptual distinction between engagement and commitment in contemporary workplaces. While the two constructs are often positively associated, the present study demonstrates that they should not be treated as interchangeable concepts. Employees can be highly engaged without necessarily developing strong organizational loyalty. This observation is particularly relevant in the context of Generation Z workers, whose employment decisions are frequently guided by personal well-being considerations and evolving career aspirations. Therefore, organizations seeking to improve retention should complement engagement initiatives with broader well-being strategies that address employees' psychological, social, and professional needs (Chillakuri, 2020; Soga et al., 2022; Saraiva & Nogueiro, 2025).

Analysis of Specific Indirect Paths and Mediation Mechanisms

To uncover the internal mechanisms through which structural predictors ultimately influence loyalty, a specific indirect effect analysis was conducted via bootstrapping. Mediation testing in PLS-SEM evaluates whether an intervening variable bridges the relationship between an independent cause and a dependent effect (Preacher & Hayes, 2008; Hair et al., 2019). Rather than relying on outdated Sobel testing, modern structural modeling uses bias-corrected confidence intervals; a path is significant if the range between 2.5% and 97.5% excludes zero. The mediation results from the 120 respondents revealed highly distinct outcomes.

The bootstrapping analysis confirmed that Employee Well-Being (EP) acts as a powerful mediator within the structural model. The indirect path connecting the structural predictor to commitment through well-being (RFQ $\rightarrow$ EP $\rightarrow$ LC) yielded an indirect coefficient of 0.837, with a confidence interval ranging from 0.686 to 0.945. Because this range is entirely positive and excludes zero, the mediation hypothesis is supported. This

confirms that structural systems primarily foster commitment by enhancing the well-being of Gen Z employees (Taibah & Ho, 2023).

Table 5. Specific Indirect Effects Validation Matrix

Hypothesized Indirect Path	Original Sample (O)	Sample Mean (M)	2.5% Limit	97.5% Limit	Mediation Outcome
RFQ → EP → ME → LC	0.111	0.117	-0.000	0.255	Ditolak (Insignificant)
RFQ → EP → LC	0.837	0.831	0.686	0.945	Approved (Significant)
RFQ → EP → ME	0.944	0.945	0.922	0.965	Approved (Significant)
EP → ME → LC	0.114	0.120	-0.000	0.261	Ditolak (Insignificant)

In contrast, any mediation pathway routed through Work Engagement (ME) failed to reach statistical significance. The indirect connection from well-being to commitment (EP→ME→LC) produced an effect of 0.114, but its confidence interval stretched from a negative -0.000 to 0.261, encompassing zero. Similarly, the multi-layered serial mediation path (RFQ→EP→ME→LC) also crossed zero (-0.000 to 0.255), leading to its rejection. These results confirm that Work Engagement does not serve as an effective structural bridge to cultivate institutional commitment in this model.

This pattern demonstrates that the direct well-being pathway is the primary mechanism driving organizational commitment for Generation Z workers. Traditional managerial frameworks that rely on maximizing task engagement to improve retention may prove ineffective if employee well-being is compromised. For organizations in Ambon, focusing directly on well-being initiatives provides a more dependable approach to securing the loyalty of their younger workforce (Pranitasari, 2020; Tuhumury & Ririhena, 2024).

Analysis of RFQ Moderation on Organizational Commitment

Employee Well-Being has been identified as one of the strongest predictors of Organizational Commitment among Generation Z workers in Ambon. Employees who experience psychological comfort, work-life balance, and supportive workplace conditions tend to develop stronger emotional attachment toward their organizations. However, the strength of this relationship may vary depending on the organizational environment and structural support available within the workplace.

In this study, RFQ is proposed as a moderating variable that strengthens the relationship between Employee Well-Being and Organizational Commitment. RFQ reflects the quality of organizational structures, operational clarity, communication systems, and resource availability that support employees in performing their work effectively. When these structural conditions are strong, the positive influence of Employee Well-Being on Organizational Commitment is expected to become more substantial.

The moderating role of RFQ is particularly relevant for Generation Z employees, who generally prioritize flexibility, psychological safety, transparency, and supportive organizational systems. This generation tends to value workplaces that not only provide personal well-being but also maintain clear and adaptive operational structures. As a result, employees with high well-being are more likely to remain loyal and committed when supported by strong organizational systems.

Therefore, RFQ is expected to amplify the positive effect of Employee Well-Being on Organizational Commitment among Generation Z workers in Ambon. Higher levels of organizational support and structural clarity may strengthen employees' emotional attachment to the organization, while weak structural systems may reduce the effectiveness of well-being initiatives in fostering long-term commitment.

Contextualized Discussion on Generation Z Workers in Ambon

The empirical findings from this structural model offer valuable insights into the unique workplace dynamics of Generation Z employees in Ambon. The results indicate that while these younger professionals can maintain high levels of daily work engagement, this engagement does not automatically translate into long-term organizational commitment. This highlights a shift from traditional loyalty models, showing that young workers in regional economies like Ambon place a premium on personal and professional well-being over sheer task execution.

This structural trend is closely tied to the socio-cultural and economic landscape of Ambon. As urban centers in eastern Indonesia expand, Gen Z professionals are navigating a shift away from traditional, highly hierarchical corporate structures toward environments that respect personal boundaries and promote work-life balance. The data shows that when organizations provide clear, supportive operational frameworks (RFQ), it significantly enhances employee well-being ($\beta = 0.976\$$). This well-being, in turn, serves as the primary driver for both task engagement and institutional commitment.

These insights provide clear, data-driven direction for local managers and HR practitioners in Ambon's banking, public, and creative sectors. Given that the path from Work Engagement to Commitment was non-significant ($P = 0.136\$$), strategies aimed solely at increasing workloads or task focus are unlikely to improve retention. Instead, organizations should focus on structural initiatives that directly support well-being, such as psychological safety, clear communication channels, and predictable working hours.

By aligning corporate policies with the explicit needs of this generation, local enterprises can build a more sustainable and loyal workforce. Nurturing a supportive environment that prioritizes employee well-being helps mitigate the risks associated with high turnover and job-hopping common among younger workers. Ultimately, embedding well-being into the core organizational design allows Ambonese businesses to secure the commitment of Gen Z professionals, driving long-term organizational stability and success.

CONCLUSIONS AND RECOMMENDATIONS

This study successfully maps the complex structural and psychological pathways that dictate the organizational commitment of Generation Z workers within the developing regional economy of Ambon. By leveraging a comprehensive Partial Least Squares Structural Equation Modeling framework, the research transitions beyond traditional baseline models to evaluate a dynamic serial mediation system. The psychometric evaluation confirms that the operationalized instruments are highly stable and reliable, providing a clear window into the professional realities of this unique generational cohort. Ultimately, the framework establishes an incredibly high explanatory power, proving that the studied variables successfully anchor the definitive factors driving youth retention in the local workforce.

The structural path assessments yield a critical and unconventional insight into modern human resource management: work engagement does not automatically foster institutional loyalty among Generation Z professionals. The statistical analysis explicitly demonstrates that while young workers can remain highly energetic and absorbed in their daily professional tasks, this state of engagement has a negligible direct effect on their commitment to the enterprise. This structural disconnect challenges standard corporate assumptions and signals a generational shift. For Gen Z employees in Ambon, sheer task focus and high operational output will not translate into long-term retention if the foundational elements of their professional life are unaligned with their deeper psychological needs.

Instead, the empirical evidence highlights employee well-being as the most critical and dominant driver of organizational commitment. The specific indirect path analysis validates that structural resources and systematic frameworks primarily cultivate organizational loyalty

by directly enhancing the physical, mental, and social comfort of the workforce. When Generation Z workers experience high psychological safety, structured workflows, and predictable work-life boundaries, their affective attachment to the organization strengthens significantly. Well-being acts as the vital gateway through which all other corporate resources must pass before a genuine, resilient state of employee loyalty can be realized.

Consequently, local organizations across Ambon's banking, public, and creative sectors must urgently pivot their talent retention strategies toward comprehensive well-being initiatives. Management practices that focus entirely on driving heavy workloads and optimizing task absorption at the expense of personal boundaries are fundamentally flawed and bound to experience high turnover rates. To secure the commitment of the region's emerging workforce, local enterprises must deliberately integrate predictable operational structures, supportive leadership communication, and mental health considerations into their core organizational design. By actively nurturing an institutional culture centered around well-being, businesses in Ambon can build a stable, dedicated, and sustainable future workforce.

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