

Transformational Leadership, Perceived Organizational Support, Job Satisfaction Towards Organizational Commitment

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Abstract—Organizational commitment is an important factor for an organization's success in achieving its goals. Therefore, having highly committed employees is the expectation of every organization. Understanding the aspects to increase employees' commitment especially from Gen Z, will help management in making policies and decisions to improve its performance. The purpose of this study is to analyze the influence of transformational leadership, perceived organizational support, and job satisfaction towards employees' organizational commitment in a growth and developmental clinic. Quantitative method was used in this study with an online questionnaire as the research instrument. The subjects of this study are 32 clinic employees from 3 branches. PLS-SEM with Smart PLS 4.8.5 program was used for data processing. The results of this study show that transformational leadership has a positive effect on job satisfaction, transformational leadership has a positive effect on organizational commitment, perceived organizational support has a positive effect on job satisfaction, perceived organizational support has a positive effect on organizational commitment, and job satisfaction has a positive effect on organizational commitment.

Keywords: *Transformational leadership, job satisfaction, perceived organizational support, organizational commitment; gen Z*

INTRODUCTION

Employee turnover is inevitable problem in every organization. However, this problem must be viewed from a new perspective as Generation Z (Gen Z) enters the workforce. A survey conducted by Adobe reported that more than half of Gen Z respondents planned to find a new job in the following year (Josephson, 2022). Gen Z is a generation born between 1995 and 2009 (McCrinkle, 2014), also known as a population that likes to change jobs (Padey, 2022) with a three times greater tendency to change jobs (Heittman, 2018). Turnover negatively affects work performance as well as quality of the organization to achieve its vision and mission (Greenberg, 2011).

Therefore, employees' organizational commitment is an important factor that determines the success or failure of the organization (Hadi & Tentama, 2020). This commitment reflects the extent to which the employee identifies himself with an organization and is committed to its goals (Kreitner & Kinicki, 2010). Moreover, employees who are committed to the organization have higher level of involvement in carrying out the values and goals of the organization (Claudia, 2018). Therefore, having committed employees will result in better organization performance to achieve its goals.

The results of empirical studies also show a negative correlation of organizational commitment to turnover intention (Hariyonyoto, Musnadi, & Majid, 2019), (Nathisa M. & Noer, 2018) and a positive influence on employee retention (Putra, Kusnanto, & Yuwono, 2020). Understanding the aspects that can increase employee organizational commitment will be helpful, especially for organizations with majority Gen Z as their employees in making policies and decisions for improving organizational performance.

Leadership qualities in an organization are a significant factor in the successfulness of its human resources management (Njoroge, 2015). Transformational leaders motivate, boost creativity and new ideas, inspire their followers to think and act beyond their personal interests, mentor to develop followers' potential and to achieve greater common

goals. Employees who experience these traits from their leaders will also develop higher satisfaction for their work (Puni, Mohammed and Asamoah 2018), (Kouni, Koutsoukos and Panta 2018). Results from previous studies show that transformational leadership is a leadership style that is able to increase organizational commitment (Almaududi Ausat et al., 2022); (Pratama, Sunaryo, & Yusnita, 2020); (Silitonga et al., n.d.). In addition to that, the result of McGaha, K.K. (2018) study to 18-22 years old subjects shows that transformational leadership style is their preferable leadership style.

Employees who have positive perception of organizational support for their work and well-being feel valued (Rhoades, Eisenberger, & Armeli, 2001) and have higher work commitment to the organization (Colquitt, Lepine, & Wesson, 2015). It is also supported by the result of previous study by Claudia (2018) that stated positive perception of the organizational support gives employees a sense of satisfaction towards the work, which in turn contributes to a high commitment to the organization. Furthermore, employees who are satisfied with their work and have positive feelings when doing the work, will give good performance and loyalty to the organization (Colquitt, Lepine, & Wesson, 2015).

Many studies have been conducted to look at the relationships and influences of transformational leadership, perceived organizational support and job satisfaction separately towards organizational commitment. But not many research explores the relation and effect from these three variables toward organizational commitment. In addition to that, not many quantitative research conducted specifically on organizations with the majority of Gen Z employees. Therefore, this study is expected to understand more extensively the effect of transformational leadership, perceived organizational support, and job satisfaction towards organizational commitment of Gen Z employees.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is the desire of employees to remain part of the organization (Colquitt, Lepine, & Wesson, 2018), which is reflected in how employee identifies himself with the organization and is committed to organization's goals (Kreitner & Kinicki, 2010). This organizational commitment is demonstrated by employees through work attitude and loyalty to the organization as well as support to the vision, mission, and goals of the organization. (Hidayah and Tobing 2018, 123).

Meyer dan Allen (1991) formulate three components in organizational commitment: affective commitment, continuance commitment, and normative commitment. Hadi dan Tentama (2020) describes that affective commitment is indicated by the emotional bond and sense of responsibility of employees for the organization success, behavioral indicators seen in employees include: employee identification to organizational activities, desire to stay with the organization, sense of belonging to the organization, willingness to sacrifice, and responsibility for the organization.

The continuance commitment component is a commitment based on consideration of the costs and benefits obtained if leaving or staying with the organization (Meyer and Allen 1997). And the third commitment is normative commitment which is based on moral obligation to serve the organization (Purwanto, et al. 2021).

Transformational Leadership

Transformational leadership develops from transactional leadership (Bass and Riggio 2005). Relationship between leaders and followers is not transactional only, that

is based on the conditions that must be accomplished and the rewards that will be given. In transformational leadership a leader is: (1) inspiring people he leads by demonstrating the importance of the value of the goals to be achieved, as well as how to achieve them; (2) allow followers to transcend self-interest for the sake of a group or organization; (3) increase the level of needs of followers in the hierarchy of needs from a lower level of safety and security to a higher level of self-actualization (Bass and Ruth 2008).

There are four components of transformational leader characteristics according to Bass and Riggio (2005): 1) Idealized Influence: The leader is a role model for his followers. The leader is respected and trusted by his followers. Moreover, leaders must be able to emphasize the importance of having a sense of community to achieve organizational goals, daring to take risks, being reliable and consistent in carrying out their obligations; 2) Inspirational Motivation: The leader motivates and inspires by giving meaning to work, gives challenges, maintains team spirit, enthusiastic, optimistic and communicates goals and visions clearly; 3) Intellectual Stimulation: The leader seeks innovative and creative behaviors from followers and encourages new approaches and ideas without criticizing followers for the diversity and difference of ideas; and 4) Individualized Consideration: The leader pays attention and knows each individual he leads, delegates tasks, gives input, acts as a mentor to develop the potential of his followers.

Trust, loyalty, and respect from the followers, enable a transformational leader to encourage the person he leads to work better and even exceed the expectations given (Purwanto, et al. 2021). Transformational leaders increase awareness in the person they lead about the importance of the results to be achieved and also increase confidence in their ability to achieve those goals (Colquitt, Lepine, & Wesson, 2018)

Perceived Organizational Support

Eisenberger et al. (2016) defines perceived organizational support (POS) as employees' perception of the organizational support for their work, contributions, and their well-being. Colquit et al. (2018) stated a similar definition of perceived organizational support as the level of confidence of employees in the support and concern of the organization for their contribution and welfare. The confidence in the support of the organization is felt by employees if they get reasonable appreciation, their votes are counted, and they have the support they need to do their job from their superiors (Robbins and Judge 2017).

POS provides benefits not only for employees but also for the organization. Companies invest resources in programs that support POS, for example: Google encourages technician innovation through worktime flexibility where 20% of their time can be used for individual projects, providing onsite physician facilities, spas, swimming pools for free. From the meta-analysis conducted in various studies in 20 years related to organizational commitment, job satisfaction, performance, and intention to leave, it was found that POS has a positive and strong relationship to organizational commitment and job satisfaction. POS also shows a strong and negative relationship to intention to leave (Riggle, Edmondson and Hansen 2009).

POS can be defined as an employee's confidence in an organization's support for performance, quality and competency development, as well as its well-being. The POS indicators in this study are: rewards for performance, supervisor's support, learning and self-development opportunities, and positive work environment.

Job Satisfaction

Quoting from Wicker (2011), Saleem defines job satisfaction as an employee's sense of pride and inner fulfillment with the achievement of work he or she does (2015). Employees with high job satisfaction will have positive feelings about their work, duties, roles and responsibilities. (Colquitt, Lepine, & Wesson, 2018). Moreover, employees who are valued for their work, will feel satisfied.

Colquitt et al (2018, 101-102) explained the 5 core job characteristics based on job *characteristics theory* that can make the job more satisfying: 1) Variety: a job with different activities that require different skills and talents; 2) Identity: a job with a result of work that reflects the hard work of its creator; 3) Significance: work has a substantial impact on the lives of others, especially to the world; 4) Autonomy: work that gives freedom, independence, and flexibility to the individual who does the work; and 5) Feedback: employees get clear information about how well they are doing their job.

Judge dan Klinger (2009) describes the reciprocal relationship between job satisfaction and performance. Employees who are satisfied with their work will be more productive, and good performance will make employees feel satisfied with their work; Especially if you get the right award for your performance. In addition, the consistency of the negative correlation of job satisfaction to absenteeism and turnover. The results of the study also show that a moderate relationship tends to be strong between job satisfaction and life satisfaction (Judge and Klinger 2009, 108), (Bernarto, et al. 2020). Because of the good outcomes for individuals and organizations, job satisfaction is an important aspect to be the concern of organizational management.

Relationship Transformational Leadership and Job Satisfaction

Transformational leadership is a leadership style that inspires a person to think and act beyond his personal interests, to develop his abilities and skills optimally to achieve greater common goals. Thus, the individual will feel satisfaction in the work he does. (Puni, Mohammed and Asamoah 2018), (Kouni, Koutsoukos and Panta 2018). Therefore, the proposed hypothesis is:

H1: Transformational leadership positively affects job satisfaction

Relationship Transformational Leadership and Organizational Commitment

Transformational leadership is leadership style that is able to influence and inspire employees to go beyond their personal interests (Pratama, Sunaryo and Yusnita 2020), to use and develop their abilities and skills optimally for the achievement of greater common goals (Ausat, et al. 2022) and earned internal awards (Gibson, et al. 2006). Organizational commitment is the desire from within employees to remain part of the organization because the trust in the organization's goals, vision, and mission as well as an emotional bond to the organization. Thus, transformational leadership characteristics will produce employees with character and commitment to the organization. Therefore, the proposed hypothesis is:

H2: Transformational leadership positively affects organizational commitment

Relationship Perceived Organizational Support and Job Satisfaction

In POS there are elements of fairness, appreciation, attention to the lives of employees and There is also consideration of what the employee's goals and values are recognized (Eisenberger, Huntington, et al. 1986). With the consideration of job satisfaction is a form of employee emotional feelings as a reflection of their work,

performance, and work experience, the higher the employee's perception of organizational support will affect the level of employee satisfaction with their work. Therefore, the proposed hypothesis is:

H3: Perceived organizational support positively affects job satisfaction

Relationship Perceived Organizational Support and Organizational Commitment

Employees who have good support from their organization, will feel responsible for replying to the organization (Claudia 2018). Organizational commitment is an employee's emotional feelings that reflect his attachment to the organization. These employee-perceived bonds will increase their commitment to the organization (Eisenberger, Stinglhamber, et al. 2002). From study by Rhoades et al, (2001, 825) the result shows that employees who feel supported by the organization will have meaningful feeling in themselves. This in turn will increase employee's work commitment. Based on this relationship, the hypothesis proposed is:

H4: Perceived organizational support positively affects organizational commitment.

Relationship Job Satisfaction and Organizational Commitment

An employee who is satisfied with his work will show a positive attitude and behavior towards the organization in the form of greater commitment than dissatisfied employees (Claudia 2018). This positive attitude of employees is shown through affective commitment to the organization with indicators including: a sense of belonging, willing to sacrifice, and responsibility to the organization. Satisfaction with work arising from the support of the organization will foster a feeling of bond to contribute to the organization. This is an indicator of normative commitment. Furthermore, the satisfaction of the award for work and other benefits provided by the organization causes the employee to try to maintain the award that he has obtained or will get later as an appreciation for his performance (Ismail 2016). This is an indicator of continuance commitment. Thus, the satisfaction felt by employees from awards, supervisory support, feedback on their performance, and the meaning of their work will affect their work commitment. Therefore, the proposed hypothesis is:

H5: Job satisfaction positively affects organizational commitment

METHODOLOGY

Based on the theoretical references, background problems, and some previous studies, the research model is presented in figure 1. From the research model above, transformational leadership and perceived organizational support are the exogenous variables. Organizational commitment is the endogenous variable and job satisfaction is both exogenous and endogenous variable. This research was conducted with a quantitative approach. According to Sugiyono (2018), quantitative approach is used to study a population or a sample of population and statistical analysis will be done to the data collected from the research instrument to test the proposed hypothesis. The data in this research was collected using a g-form questionnaire that was sent to all employees of a growth and development clinic. The clinic has 3 branches located in Jakarta, Tangerang and Medan.

The questionnaire has 52 items closed statements to measure transformational leadership, perceived organizational support, job satisfaction, and organizational commitment variables. The questionnaire consists of 12 items to measure 3 components of organizational commitment: affective commitment, normative commitment and

continuance commitment. The statements used are adapted from organizational commitment scales (Allen and Meyer 1990). The example of statement used to measure affective commitment is: “Clinic’s problem is also my problem”; an example of statement used to measure normative commitment is: “I stay with the clinic because I need to”; and an example of statement used to measure continuance commitment is: “Loyalty is important. Therefore, I have to stay with this clinic”.

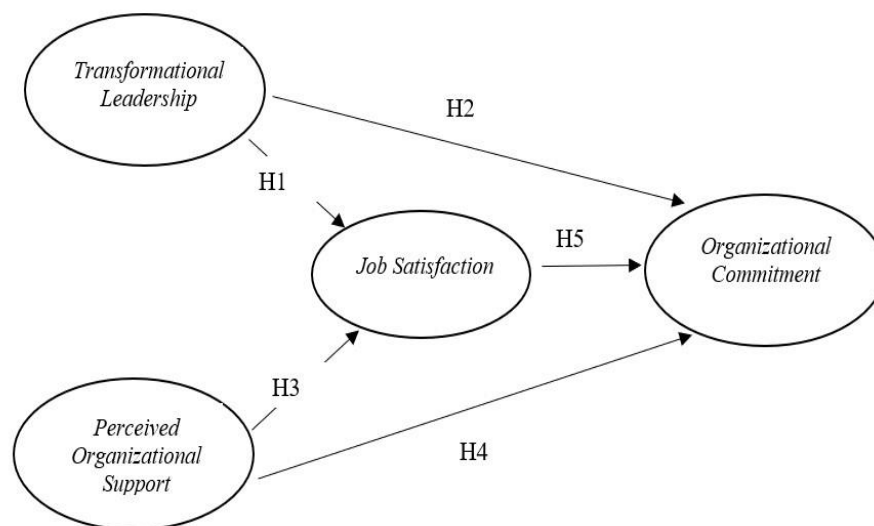


Figure 1. Research Model

Source: Authors

Moreover, the questionnaire consists of 12 items closed statements to measure transformational leadership characteristics are adapted from Multifactor Leadership Questionnaire (MLQ) (Bass and Riggio 2005). The indicators measured are: (1) leader as the role model, (2) leadership that motivates, (3) leadership that encourages creativity and new ideas, and (4) leader as mentor for potential development. There are 12 items to measure perceived organizational support variable. The indicators measured are: (1) reward for good performance, (2) supervisor support, (3) opportunity for learning and self-development, and (4) positive working environment. These items are adapted from Survey of Perceived Organizational Support (SPOS) (Eisenberger, Huntington, et al. 1986).

Lastly for job satisfaction variable, there are 16 items of closed statements used to measure aspects: reward received from work, positive feelings towards co-workers, positive feelings toward a supportive working environment, and positive feeling from a meaningful job. These statements are adapted from Job Satisfaction Survey (JSS) (Spector 1985). Each item is measured using 5 Likert scales with the following scores 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, 1 for strongly disagree.

This research was conducted to all employee in a growth and developmental clinic that has 3 branches with total of 32 employees. Therefore, the sampling technique used is census technique, where the entire population is a research sample. The questionnaire was sent in mid-October 2022, responses were returned 100% and all data was collected in mid-November 2022. There are 3 parts in data analysis technique: descriptive statistics,

inferential statistics with Path Least Squares-Structural Equation Modeling (PLS-SEM) using Smart PLS 4.8.5 program, and hypotheses test.

RESULT AND DISCUSSION

Descriptive Statistics

Data collected in table 1 shows that 88% of employees’ age is below 29 and 75% are single. This explains that majority of the clinic’s employee is categorized from Gen Z and singles. Employees who have worked for more than 3 years are 13%. This data shows that the clinic has limited senior employees. 78% of the employees are already permanent staff who entitles to receive benefits provided for staff.

Moreover, the descriptive statistics of organizational commitment variable concludes that the clinic employees’ commitment majority is cost-based (continuance) and normative commitment. Clinic management is recommended to improve aspects of affective commitment of its employees. In addition to that, management needs to pay attention on employees’ neutral responses about changing jobs is an ethical decision to make. It shows that even though employees are still believing in the value of loyalty, but majority of them are Gen Z, who see changing jobs as an ethical action to make and it even gives advantage to their work profile.

Table 1. Summary of Demographic Data

No.	Characteristic	Number of Respondents	Percentage	Total	
1.	Age	< 25	16	50%	32 (100%)
		25-29	12	38%	
		30-39	2	6%	
		>39	2	6%	
2.	Marital Status	Married	8	25%	32 (100%)
		Single	24	75%	
3.	Working Time	< 1 year	13	41%	32 (100%)
		1-2 years	15	47%	
		> 3 years	4	13%	
4.	Employment Status	Permanent	25	78%	32 (100%)
		Contract	6	19%	
		Part Time	1	3%	
5.	Educational Background	High School	7	22%	32 (100%)
		D3	6	19%	
		D4	7	22%	
		S1	11	34%	
		S2	1	3%	

Source: Authors

Measurement model tests are carried out to check the validity and reliability of indicators of each research variable. The tests carried out include: convergent validity, discriminant validity, and reliability.

Convergent Validity

Convergent validity test aims to check the relationship validity between the indicator and the construct it measures. Convergent validity is assessed based on Average Variance Extracted (AVE) and outer loading. According to Ghazali dan Latan (2015, 74) AVE value must be greater than 0.5 to prove the validity. Table 4.2 shows AVE values

above 0.5 for all four variables explaining that all variables qualify for convergent validity tests.

Table 2. Average Variance Extracted (AVE)

Variables	AVE
Transformational Leadership	0.714
Perceived Organizational Support	0.785
Job Satisfaction	0.720
Organizational Commitment	0.626

Source: Authors

Discriminant Validity

Discriminant validity tests are carried out to ensure that the concept of each latent variable is different from the other variables. The discriminant validity test was assessed with fornell-larcker criterion. The results in table 3 show that the AVE square root of each variable is higher compared to the correlation value of the variable with other latent variables. Thus, this research model is accepted.

Table 3. Discriminant Validity Fornell-Larcker

	JS	OC	POS	TL
JS	0.849			
OC	0.724	0.791		
POS	0.679	0.692	0.886	
TL	0.768	0.716	0.594	0.845

Source: Authors

Reliability

Composite reliability test is used to measure internal consistency of latent variables. According to the standard rules, composite reliability value must be above 0.7 to have good reliability. Based on the results in table 4, the composite reliability value of all variables is above 0.7. It means this research has satisfactory internal consistency.

Table 4. Reliability Test Result

Variable	Composite Reliability
Transformational Leadership	0.937
Perceived Organizational Support	0.962
Job Satisfaction	0.947
Organizational Commitment	0.921

Source: Authors

In testing structural models or inner models, the first step is to examine the collinearity issues by calculating the value of variance inflation factor (VIF). When there's no collinearity issues found the second step is to evaluate the significance and relevance of the structural model with path coefficients, and the last step is to assess the model's explanatory power through coefficient of determination (R^2) (Hair Jr., et al. 2021).

Collinearity Assessment

This multicollinearity test is performed by calculating the value of VIF. The VIF values above 5 are indicative of probable collinearity issues (Hair Jr., et al., 2021),

therefore the VIF values are ideally close to 3 and lower (Hair, Risher, Sarstedt, & Ringle, 2019). From the result at table 5, the entire VIF values are below 3. This shows that there is no problem of multicollinearity in latent variables in this study.

Table 5. Variance Inflation Factor (VIF) Values

Variable	VIF	
	JS	OC
Job Satisfaction		2.995
Transformational Leadership	1.545	1.902
Perceived Organizational Support	1.545	2.493

Source: Authors

Coefficient of Determination (R^2)

The coefficient of determination or R-square (R^2) is used to measure the suitability of the research model in explaining endogenous variables (Hair, et al. 2019). Based on result on table 6, the value of R^2 for job satisfaction is 0.666 which explains that 66.6% of employees’ job satisfaction is influenced by transformational leadership and perceived organizational support variables. And 33.4% of them is influenced by other variables that were not tested in this study. Thus, transformational leadership and perceived organizational support are moderate variables to job satisfaction.

Moreover, the value of R^2 for organizational commitment is 0.643. It explains that 64.3% of employees’ commitment is influenced by transformational leadership, perceived organizational support and job satisfaction. And 35.7% of them is influenced by other variables that are not tested in this study. These results show that transformational leadership, perceived organizational support and job satisfaction are variables with moderate power in explaining organizational commitment variable.

Table 6. R^2 Value

Variable	R^2
Job Satisfaction	0.666
Organizational Commitment	0.643

Source: Authors

Hypothesis Test

Hypothesis test was carried out to see the relationship between latent variables in this study. The path coefficient is a value that shows the relationship between variables in research with a range of values between -1 and +1 (Hair, et al. 2019, 13). Table 7 presents the results of the path coefficient from the analysis of research data.

The results of the path coefficient test between exogenous variables: transformational leadership, perceived organizational support, job satisfaction with endogenous variables: organizational commitment showed positive values. Therefore, it can be concluded that organizational commitment is positively influenced by transformational leadership, perceived organizational support, and job satisfaction. This result also shows that job satisfaction is positively influenced by transformational leadership and perceived organizational support. Furthermore, the value of indirect influence that serves to explain the effect of exogenous variables on endogenous variable through variable mediator is also positive. The value of the indirect influence can be seen in the table 7.

The Variance Accounted For (VAF) value is calculated to see the influence of variable mediator: job satisfaction that mediates the effect of transformational leadership and perceived organizational support on organizational commitment. The VAF value is obtained by comparing the value of the indirect influence with the value of its total influence. Table 8 below presents the VAF values.

Table 7. Indirect Influence

Path	Indirect Influence
$T \rightarrow JS \rightarrow OC$	0.139
$POS \rightarrow JS \rightarrow OC$	0.085

Source: Authors

Table 8. Variance Accounted For (VAF)

Mediation	Indirect Influence	Direct Influence	Total Influence	VAF
$TL - JS$	0.139	0.333	0.472	0.295
$POS - JS$	0.085	0.326	0.411	0.207

Source: Authors

From the VAF value in table 8 above, it can be explained that job satisfaction in mediating transformational leadership and organizational commitment value is 0.295 or 29.5%. This value shows that job satisfaction has partial mediating effect. Furthermore, job satisfaction as a mediator variable between perceived organizational support and organizational commitment is 0.207 or 20.7%. This value also shows that job satisfaction has partial mediating effect. This result means that without job satisfaction as mediator variable, transformational leadership and perceived organizational support variables have effect directly to organizational commitment.

The results of the hypothesis test of this study are presented in table 9 below. All values are positive and higher than null; therefore, all hypotheses are accepted.

Table 9. Hypotheses Test Result

Hypothesis	Path Coefficient	Result
H1: $TL \rightarrow JS$	0.563	Accepted
H2: $TL \rightarrow OC$	0.333	Accepted
H3: $POS \rightarrow JS$	0.345	Accepted
H4: $POS \rightarrow OC$	0.326	Accepted
H5: $JS \rightarrow OC$	0.246	Accepted

Source: Authors

CONCLUSION

From the test results above, they all conclude the acceptance of hypothesis 1 that transformational leadership has positive effect on job satisfaction, which is supported by the positive result of the path coefficient = 0.563. This result is in accordance with previous studies conducted by Chandrasekara (2019) and Choi, et al. (2016). It explains

that the implementation of transformational leadership at clinic has an influence to increase employees' satisfaction towards their work.

The results also conclude the acceptance of hypothesis 2 that transformational leadership has positive effect on organizational commitment which is supported by positive result of path coefficient = 0.333. This result corresponds to previous studies conducted by Silitonga, et al. (2020) dan Ausat, et al. (2022). It explains that the implementation of transformational leadership at the clinic will increase employees' organizational commitment.

The results also conclude the acceptance of hypothesis 3, that perceived organizational support has positive effect on job satisfaction. These results are in accordance with previous research conducted by Bernanto, et al. (2020) and Claudia (2018) which explains that employees who have a positive perception of organizational support will increase employee satisfaction at their work.

Moreover, the results also conclude the acceptance of hypothesis 4 that perceived organizational support has positive effect on organizational commitment. These results are in line with previous studies showing positive influences and moderate effects of perceived organizational support towards organizational commitment (Aban, Perez, Ricarte, & Chiu, 2019).

Lastly, the test results conclude the acceptance of hypothesis 5 that job satisfaction has positive effect on organizational commitment. The results obtained are in accordance with previous research conducted by Gopinath (2020). With this result, it shows that the more satisfied the employees, the higher their commitment to the organization.

Results in this research also show the effect of job satisfaction as mediator variable. Job satisfaction has partial mediating effects in the relation between transformational leadership and organizational commitment and also in the relation between perceived organizational support and organizational commitment.

There are several limitations in this research that need to be improved are: the methodology and technical procedures in holding the research. The number of items in the questionnaires can be reduced to avoid staff boredom and maintain concentration in responding to the statements. Moreover, the limited number of subjects from 3 branches was the main obstacle to use only the Gen Z employees as research subjects.

The results from this research explain that transformational leadership, positive organizational support, and satisfaction towards work influence the employees' commitment. In addition to that, with better understanding about the traits and behaviors of Gen Z employees, the clinic leaders and management are able to support its employees with effective policies and create working environment that would get the best out of its employees. It is very important for management to be able to manage different generations in its workforce to integrate, work together and then successfully achieve the mutual goals.

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