



The effect of work environment and emotional intelligence on affective commitment on millennial generation with job satisfaction as mediating variable

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ABSTRACT

This study aims to analyze the influence of the work environment and emotional intelligence on affective commitment and job satisfaction as mediating variables among millennial employees in medium to large-scale industries in West Kalimantan. The study utilizes a descriptive quantitative research design with a sample of 200 millennial employees who participated in the survey via questionnaire. The sampling technique utilized the purposive sampling method, targeting employees working in the industrial sector in West Kalimantan, encompassing both contract and permanent employees from various divisions. A five-point Likert scale of 1 (Strongly disagree) to 5 (Strongly agree) was employed for data collection. In this study, the use of statistical software for measurement and analysis was conducted using Structural Equation Modelling (SEM) using AMOS 24. The findings indicate that the work environment and emotional intelligence positively and significantly impact job satisfaction. Additionally, both job satisfaction and the work environment positively and significantly impact affective commitment. Nevertheless, affective commitment is not significantly impacted by emotional intelligence.

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INTRODUCTION

All organizations strive to prepare for the future in one way or another, either by anticipating changes that may occur in their environment in the future or by contemplating what the future holds and the steps needed to realize it (van der Heijden, 2004; Plourde, 2018). Mello, as cited in Khuay Guan Lionel et al (2023), found that human resource management is the most crucial strategy leading to the enhancement of competitive advantage and the sustainable growth of an organization. Early research estimated that the millennial generation would be a significant force given that it might be the largest generation entering the workforce (Bushardt et al., 2018).

One sector that absorbs a considerable workforce is the industrial sector, constituting approximately 13.77% or around 37.96 million people in Indonesia (BPS, 2022). In West

Kalimantan, the medium to large-scale industrial sector employs around 20,000 workers (both contract and permanent) (BPS, 2022). This study defines millennials as those born between 1980 and 1994 (McCrindle, 2018). One tangible benefit of the entry of the millennial generation into the workforce is the expansion of the labor force, enabling managers to select skilled and talented employees to replace retiring Baby Boomers or those entering the aging phase of their careers (Dimock, 2019; US Bureau of Labor Statistics, 2021; Sessoms-Penny et al., 2023). Kuppershmidt, as cited in Mulyanti (2021) states that employees from different generational groups have varying perspectives on life and work. Organizations that employ individuals from many generations struggle to identify and implement human resource management techniques that effectively improve employee performance, job satisfaction, and organizational commitment (Tayyab & Tariq, 2001; Kismono & Wulandari, 2022).

The millennial generation is described as the "entitled generation." Although they are praised for their adeptness in navigating technology and dominating social media, they are also perceived as a challenging and selfish generation (Greenwell & Mansell, 2021). Jobs deemed ideal for millennials should align with their personalities and interests, providing a sense of enjoyment both within and outside the workplace (Gichuhi & Mbithuka, 2018; Safitri et al., 2023). When employees perceive the organizational environment as 'theirs' while still being a 'true organization,' they will likely develop a positive perception of the organization and its performance (Allen & Meyer, 1990; Cegarra-Navarro et al., 2018). Within the realm of organizations, researchers have extended this idea by proposing that the maintenance of mutual exchange and the augmentation of employee commitment are contingent upon the psychological agreement established between employers and workers (Rousseau, 1995; Shore & Barksdale, 1998; Kim et al., 2017; Brueller et al., 2020). The concept discussed here is grounded on the principle of reciprocity, where employees respond to their supervisors based on how much they perceive their supervisors have fulfilled obligations to them (Coyle-Shapiro & Morrow, 2006).

Affective commitment is often regarded as the most desirable kind for an organization to cultivate among its workers since it represents the fundamental nature of organizational commitment. (Mercurio, 2015; Adegbaye & Gabriel Alegbeleye, 2020). Meyer et al., as cited in Bayu et al (2023) assert that each commitment component has a distinct foundation. Affective commitment is considered the most effective approach to measuring organizational commitment (Sturges et al., 2002; Alves et al., 2020). Individuals who possess a solid affective commitment are likely to persist in their organizational membership due to the presence of an emotional attachment. Individuals with high levels of emotional commitment are likelier to have a strong sense of devotion and loyalty toward the organization. In addition to permanent workers, empirical research has shown a favorable correlation between employees' views of contract fulfillment and affective commitment. (McDonald & Makin, 2000; Coyle-Shapiro & Morrow, 2006). When companies allow employees to build relationships among themselves, a positive work climate and job satisfaction are fostered, ultimately influencing the level of employee commitment (López-Fernández et al., 2018). Dhas and Vetrivel (2020) investigated the influence of factors such as salary, supervision, rewards, operating procedures, and the nature of the job and found that they significantly affect affective commitment. According to Meyer et al., as cited in Brueller et al (2020), organizations desiring employees committed effectively must demonstrate their commitment by providing a supportive work environment.

In addition to the work environment, the concept of emotional intelligence has garnered significant attention from several scholars who have explored its impact on individual performance and results within the workplace (Prentice, 2019). Emotional intelligence has significant importance within a multigenerational work environment, as individuals with this trait can effectively manage their emotions when confronted with work-related disputes and expectations. This phenomenon has the potential to establish a mutually beneficial association between workers and employers, thereby augmenting employee productivity, job satisfaction,

overall well-being, dedication to their profession, and development of leadership abilities inside a company (Yazdanifard, 2014; Damayanti et al., 2019). Gundlach et al., as cited in Hameli and Ordun (2022) explain that emotional intelligence pertains to the variations among persons in their capacity to choose, exhibit, and cognitively engage with emotionally meaningful information. Higgs & Dulewicz, as cited in Bayu et al. (2023), state that emotional intelligence has several aspects, including self-regulation, passion, resilience, and the capacity to self-motivate and cope with encountered stressors. According to Palmer, Donaldson, and Stough, as cited in Sfetcu (2023), emotional intelligence has numerous impacts on various aspects of everyday life. Emotional intelligence is closely related to job satisfaction (Ouyang et al., 2015; Mahardika et al., 2021).

Employees who experience satisfaction with their compensation, workplace justice, advancement prospects, and managerial support are more likely to exhibit higher levels of organizational commitment. (Eslami & Gharakhani, 2012; Tuu & Liem, 2012; Anh & Dao, 2013; Loan, 2020). The available data from observations and experiments also asserts that job satisfaction will have an impact on specific variables because job satisfaction can influence individuals' emotions, behaviors, and habits (Bayu et al., 2023). It is contended that job satisfaction is a crucial factor in attracting and preserving staff (Elayan et al., 2023). Job satisfaction is highly significant because employees' attitudes and beliefs can influence their behavior and relationship with the organization (Alsafadi & Altahat, 2021). Individuals who experience elevated levels of job satisfaction typically demonstrate enhanced well-being, encompassing physical and psychological aspects. Moreover, they are inclined to exhibit heightened productivity and effectiveness in their professional endeavors (Tandung, 2016; Elayan et al., 2023).

Based on the background above, the researcher is interested in studying affective commitment among millennials in West Kalimantan and the influencing factors. Understanding the degree to which the work environment and emotional intelligence impact affective commitment among millennials employed in medium to large-scale industrial sectors in West Kalimantan, with job satisfaction as a mediating variable, is the significance of this research. Millennials often receive the greatest attention in human resource management (HRM) as they tend to have lower commitment to organizations than previous generations (Trapero et al., 2017; Sari, 2018). The tendency of millennials to embrace challenges and desire continuous learning makes them job hopppers, seeking employment they deem suitable and aligned with their interests (Filiana, 2016; Sari, 2018). This research aims to illuminate the dynamics of affective commitment in the millennial generation within the specific context of West Kalimantan, particularly in the medium to large-scale industrial sectors.

The results of this research can be utilized by human resources practitioners to better understand employees' perceptions, enabling them to design programs to strengthen affective commitment among millennial employees working in their companies. Furthermore, the findings of this study can also serve as a reference and input for companies to identify the root causes of issues for millennial employees, both for permanent employees considering resigning from the company and contract employees who may wish to terminate their contract before its completion. This information can then be used to develop preventive measures and solutions. Consequently, this will greatly assist companies in managing and organizing their workforce, facilitating the achievement of corporate goals. This research also has essential contribution not only for the organisation but also for academics, this research provides an understanding of the factors that can affect the affective commitment of millennial employees (in this study the work environment and emotional intelligence) and what can mediate it (job satisfaction) this will enrich knowledge about these variables.

RESEARCH METHOD

Research Types

The researcher employs a descriptive quantitative research methodology. Descriptive quantitative research entails the utilization of statistical techniques, both descriptive and inferential, to summarize data, draw comparisons, and generalize findings to broader populations (Lemon et al., 2010).

Data Collection Techniques

Data collection technique using the survey method. According to Sugiono, (2018), the survey method is employed to gather data from a specific scientific location, with the researcher administering treatments to collect data, such as distributing questionnaires, conducting tests, and interviews.

Population and Sample

The population in this study comprised all employees working in the medium to large industrial sector, both contract and permanent employees, in the West Kalimantan region who belong to the millennial generation. The sample size for this study is 200 employees, using non-probability sampling since the population size cannot be identified (Cooper & Schindler, 2014; Safitri et al., 2023)

Dependent Variable:

Affective Commitment

Organizational commitment is the "sense of attachment and loyalty to the work organization with which an employee is associated," or simply put, it can be described as the "physical and emotional attachment of an individual to the organization" (Cohen, 2014; Ranawaka et al., 2023). Organizational commitment is a complex concept that indicates the degree to which an individual aligns with, is actively involved in, and is involved in organizational matters (Allen & Meyer, 1990; Steers, 1977; Kmiecik, 2022). Building on Bokko et al (2022), organizational commitment has three dimensions: (1) Affective commitment, which involves emotional feelings toward the organization and belief in its values. (2) Continuance commitment is the perceived economic value of remaining in an organization compared to leaving. (3) Normative commitment is the obligation to stay in the organization for moral and ethical reasons. Research indicates that affective commitment is the most reliable and strongly validated dimension of organizational commitment (Solinger et al., 2008; Schwaiger & Zehrer, 2022). Employees with this emotional commitment demonstrate consistent presence in the company, enjoy their work, and become part of the organization because they align with its values (Ng & Allen, 2018).

Independent Variable:

a. Work Environment

The work environment is described as physical and emotional, where the workplace can influence employee commitment, productivity, enthusiasm, and satisfaction (Akinwale & George, 2020). Key to improving the work environment is involving the entire strategic management of the organization (Wikström et al., 2022). A positive work environment comprises factors associated with the job, such as facilities to perform tasks, a conducive workplace, safety, and absence of noise (Danish, Ramzan, and Ahmad, 2013; Damayanti et al., 2019). Workers experiencing discomfort in their workplace are likely to exhibit lower efficiency and derive less enjoyment from their work compared to those who find their work environment comfortable (Khuong & Le Vu, 2014; Damayanti et al., 2019).

b. Emotional Intelligence

Representatively, the concept of emotional intelligence was initially introduced through the research conducted by Salovey & Mayer, a set of skills considered to contribute to accurately assessing and expressing one's own and others' emotions, effectively managing one's own and other's emotions, and utilizing emotions to motivate, plan, and achieve in one's life (Peter & Mayer, 1990; (Choi et al., 2021). Emotional intelligence is recognizing, applying, comprehending, and expressing one's emotions (EI; Mayer & Salovey, 1997; Petrides & Furnham, 2003; Kotsou et al., 2019). The fundamental mechanisms encompassed by this phenomenon involve emotionality, emotion management, and neurological substrates, with observable outcomes potentially encompassing enhanced verbal proficiency in emotional contexts and an overall improvement in the transmission of information during emotional interactions (Mayer et al., 2008; Mayer & Salovey, 1993; (Hameli & Ordun, 2022).

Mediating Variable

Job Satisfaction

Job satisfaction is the sense of contentment experienced by an employee arising from favorable work conditions and positive work experiences (Liu et al., 2016; Elayan et al., 2023). Huang (2020) explains that job satisfaction is a positive emotional state caused by the contentment resulting from the assessment that one's job fulfills specific job-related needs. According to Cheol-woo & Jae-hee, 2015, as cited in Choi et al (2021) individuals who are satisfied with their jobs can maintain good interpersonal relationships both inside and outside the organization. Satisfied employees are often seen as highly creative and dedicated to their work; they engage and align themselves with the goals and objectives of the organization (Ogbolu et al., 2015; Akinwale & George, 2020).

Data Measurements

This research employs a five-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree). Affective Commitment variable, we use indicators developed by Allen and Meyer (1990), namely emotional attachment, identification, and participation, measuring 3 out of 9 questionnaire items. The Work Environment is measured using 10 indicators from Billings & Moos (1981), covering 10 out of 20 questionnaire items. Emotional Intelligence is measured using indicators such as intrapersonal, interpersonal, adaptability, stress management strategies, and motivating mood (Bar-On, 2002), covering 5 out of 10 questionnaire items. Job Satisfaction uses 5 indicators based on the theory developed by Smith et al (1969), covering 5 out of 10 questionnaire items.

Data Analysis

Structural Equation Modelling (SEM) and the statistical tool AMOS 24 are used to measure and analyze things for this study. Checks for model fit are done using index parameters like CMIN/DF, RMSEA, RMR, GFI, TLI, IFI, CFI, NFI, and Tucker-Lewis. A value of 0.50 for the Standard Load Factor (SLF) is used to judge validity, and the structure reliability (CR) table results are used to judge construct reliability. Hair et al (2014) also look at Average Variance Extracted (AVE).

RESULTS AND DISCUSSIONS

Results

Structural Equation Modelling (SEM) and the statistical tool AMOS 24 are used to measure and analyze things for this study.

Table 1. Goodness of Fit Index

Goodness of Fit Index	Cut off Value	Results
χ^2	Expected to be low	217.050
Df		225
χ^2 - Significance Probability	≥ 0.05	0.636
CMIN/DF	≤ 3.00	0.965
RMSEA	≤ 0.08	0.000
RMR	$< 0,05$	0.033
NFI	≥ 0.90	0.948
IFI	≥ 0.90	1.002
TLI	≥ 0.90	1.002
CFI	≥ 0.90	1.000

The Model of Conformance Test shown in Table 1 indicates that the model conformity requirements are accepted, and conformity can be declared. Eight measurements show a good level of conformity. For χ^2 or Chi-Square, the value is 217.050 with a Df of 225. The χ^2 - Significance Probability has a value of 0.636, which means the value exceeded the minimum required threshold above 0.05. For CMIN/DF, the value is below 3.00, precisely 0.965. RMSEA has a value below 0.08, specifically 0.000. RMR also has a good value below 0.05, specifically 0.033. NFI, IFI, TLI, and CFI also have good values above 0.90, with each value being 0.948, 1.002, 1.002, and 1.000, respectively. Therefore, all eight Goodness of Fit Index results in this study are accepted because if there are 3-4 measurements with an excellent or above-threshold level of agreement, the study model configuration can be considered adequate and accepted.

Table 2. Value of Standardized Loading Factor, Construct Reliability (CR), and Average Variance Extracted (AVE) in Overall Model Fit

	Items	SLF	CR	AVE
Work Environment	I feel that my opinions and ideas are valued here.	0,742	0,96839	0,7152674
	The employees in my workgroup support each other.	0,72		
	My supervisor treats employees fairly and consistently.	0,718		
	I possess the liberty to choose how I carry out my work responsibilities.	0,726		
	In this organization, completing the job accurately is the top priority.	0,721		
	I often feel overwhelmed with the amount of work I have to do.	0,718		
	I understand my role and responsibilities in this organization.	0,719		
	I have the flexibility to adapt my working methods to fit the situation.	0,71		
	We are open to change and willing to try new things.	0,737		
	The physical work environment at my workplace is comfortable and well-maintained.	0,645		
Emotional Intelligence	I believe in myself and my abilities.	0,735	0,946762	0,734604
	I build and maintain healthy relationships with others.	0,706		
	I am easily adaptable and open to change.	0,701		
	I am capable of handling high levels of stress.	0,725		
Affective Commitment	I have a positive outlook on life.	0,808	0,907992	0,7512827
	This organization holds significant personal meaning for me.	0,754		
	I could quickly become attached to another organization as I am to this one.	0,723		
	I would happily spend the remainder of my career in this organization.	0,777		
Job Satisfaction	I am satisfied with the various tasks I have in my job.	0,725	0,946399	0,7714758
	My supervisor provides clear and constructive feedback.	0,76		
	My colleagues are beneficial and cooperative.	0,805		
	I am satisfied with the career development opportunities provided by the company.	0,775		
	I am satisfied with my salary and compensation package.	0,791		

The work environment variable consists of ten items, each with a Standard Loading Factor (SLF) above 0.50. Additionally, this variable has a Construct Reliability (CR) of 0.96839 and an Average Variance Extract (AVE) of 0.7152674. The Emotional Intelligence variable consists of five items with an SLF above 0.50, a CR of 0.946762, and an AVE of 0.734604. Similarly, in the Affective Commitment variable, all items have SLF above 0.50, with a CR of 0.907992 and an AVE of 0.7512827. Items in the mediating variable, Job Satisfaction, also show SLF values above 0.50, with a CR of 0.946399 and an AVE of 0.7714758. This indicates that all items in this study significantly contribute to the measured factors in the research, as they have Standard Loading Factor (SLF) above 0.50, Construct Reliability (CR) above 0.70, and Average Variance Extracted (AVE) above 0.50.

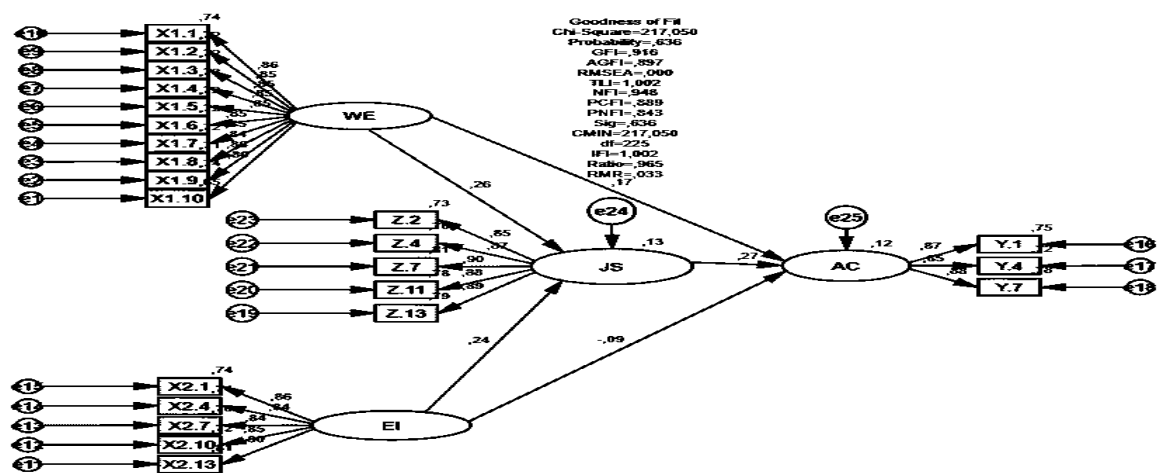


Figure 1. Full Model Analysis

The results of testing the effects of relationships between variables in the study configuration constructed in this study can be conveyed as follows:

Table 3. Hypothesis Testing

Hypothesis	Path	Estimate	S.E.	C.R.	P
H ₁	Work Environment---→ Job Satisfaction	0.327	0.090	3.648	***
H ₂	Emotional Intelligence---→ Job Satisfaction	0.263	0.080	3.292	***
H ₃	Job Satisfaction ---→ Affective Commitment	0.254	0.75	3.399	***
H ₄	Work Environment ---→ Affective Commitment	0.198	0.088	2.238	0.025
H ₅	Emotional Intelligence---→ Affective Commitment	-0,096	0.079	-1.224	0.221

Based on the findings of the data analysis involving t-test, four hypotheses were accepted, namely H₁, the relationship between work environment and job satisfaction; H₂, the correlation between emotional intelligence and job satisfaction; H₃, the correlation between job satisfaction and affective commitment; and H₄, the relationship between work environment and affective commitment, with t-values of 3.648, 3.292, 3.399, and 2.238, respectively, and significant p-values represented by three stars (p=0.0001), and 0.025 for H₄, which means it has a p-value <0.05. However, the correlation between emotional intelligence and affective commitment, H₅, was rejected because it has a p-value greater than 0.05, indicating no significant positive influence of emotional intelligence on affective commitment in the millennial generation in this research sample.

Table 4. Sobel test-Significant of Mediation

Path	Sobel test Statistic	Two- tailed probability
Work Environment---→Job Satisfaction--→Affective Commitment	2.39078923	0.01681220
Emotional Intelligence--→ Job Satisfaction--→Affective Commitment	2.28380036	0.02238327

The Sobel test analysis indicates that job satisfaction mediates between work environment and emotional intelligence in influencing affective commitment in the millennial generation. The Sobel test statistics for the two independent variables (work environment and emotional intelligence) are 2.39078923 and 2.28380036, while the two-tailed probabilities are 0.01681220 and 0.02238327. Because the Sobel test statistic values are greater than the t-table value (1.96), and the two-tailed probabilities are less than the predetermined p-value ($\alpha=0.05$), it can be inferred that job satisfaction mediates the influence of work environment and emotional intelligence on affective commitment.

Discussion

The influence of Work Environment on Job Satisfaction

The research results indicate that the work environment positively and significantly impacts job satisfaction. Research by Ikonne and Onouha in Anasi (2020) states that the work environment is one of the factors that significantly influences job satisfaction. The work environment determines job satisfaction (Kafui Agbozo, 2017). Described as the physical and emotional aspects of the workplace that foster commitment, productivity, and employee satisfaction, the work environment plays a significant role in shaping the overall satisfaction of employees (Akinwale & George, 2020). One aspect that can impact job satisfaction is the work environment itself (Utami & Prapanca, 2023). A supportive work environment helps employees perform their tasks more efficiently, utilizing their knowledge, skills, abilities, and resources to deliver high-quality services (Leshabari, 2008; Mandjar & Turangan, 2023).

The influence of Emotional Intelligence on Job Satisfaction

This research shows that emotional intelligence positively and significantly influences job satisfaction. A study conducted by (Sembiring et al., 2020) states that emotional intelligence positively impacts job satisfaction. Job satisfaction relates to employees' emotional feelings toward the organization or company as individuals perceive their work (Inez Aprilianti & Dedy Dewanto, 2023). "Earlier studies have highlighted the effect of emotional intelligence on results associated with employment, such as job satisfaction." (Iordanoglou, 2007; Angelita et al., 2022). Success and satisfaction in the workplace can be achieved by having a solid understanding of others' emotions and the ability to control them (Abebe & Singh, 2023).

The influence of Job Satisfaction on Affective Commitment

Job satisfaction has a positive and significant influence on affective commitment. Content employees have been identified to exhibit elevated job performance, a strong affinity for their work, and a diminished inclination to depart (Back, Lee, & Abbott, 2011; Han et al., 2016; Han & Yoon, 2015; Lu et al., 2016; Suttikun et al., 2018; Zhao et al., 2016; Zopiatitis et al., 2014; (Koo et al., 2020). Job satisfaction is the difference between the rewards an individual obtains and the rewards they perceive they should receive (Saha & Kumar, 2018). Based on data obtained from the study by Angelita et al (2022), the data indicates that a critical indicator of low employee commitment to the company is influenced by job satisfaction. This aligns with the research conducted by Nath Gangai and Agrawal (2015), which found that job satisfaction can enhance commitment to the organization. Affective commitment makes individuals want to stay in a job (Dhanpat et al., 2018). High job satisfaction will result in high affective commitment, while low job satisfaction will also lead to low affective commitment (Jannah & Widyastuti, 2023). Akhtar and Nazarudin (2020)

stated that the determination of an employee's retention or departure is significantly impacted by the degree of job satisfaction, which indicates individual welfare within an organization.

The influence of Work Environment on Affective Commitment

Work environment positively and significantly impacts affective commitment. Liu et al (2019) state that discomfort in the workplace can be detrimental to affective commitment. Organizations should consider these factors since the work environment factor can influence employees' decisions at various levels – lower, middle, and upper – to remain in a company (Herjany & Bernarto, 2018). If the work environment is favorable, employees' affective commitment will increase. Conversely, affective commitment will decrease if the work environment is hostile (Kurniawan & Pratiwi, 2022). Research by Putra & Abdurrahman (2020) states that the work environment significantly impacts employees' organizational affective commitment.

The Influence of Emotional Intelligence on Affective Commitment

The research results on the hypothesis regarding the relationship between emotional intelligence and affective commitment, i.e., H5, are rejected because they have a p-value greater than 0.05, indicating no significant influence of emotional intelligence on affective commitment in the millennial generation in this research sample. This study is supported by research by Angelita et al (2022), stating that emotional intelligence does not significantly influence commitment. Emotional intelligence is the primary factor influencing organizational commitment (Angelita et al., 2022). Reuven Bar-On, as cited in Carmeli (2003) and Bayu et al (2023) states that emotional intelligence refers to an individual's capacity to manage and control their emotional states, which may impact their ability to adapt and deal with various environmental demands and stresses. This ability helps individuals to endure longer in the companies where they work. This is supported by the findings of Bayu et al (2023), which state emotional intelligence exerts a substantial positive impact on affective commitment. Other studies also suggest that several factors, such as emotional intelligence, can influence an individual's commitment to an organization. Individuals possessing high emotional intelligence can comprehend and remain mindful of their emotions, manage stress and negative emotional states, and effectively navigate frustration. This capability cultivates improved relationships with superiors and colleagues, ultimately bolstering commitment (Taboli, 2013).

The influence of Work Environment and Emotional Intelligence on Affective Commitment through Job Satisfaction

Concerning the mediating function, the study discovered that job satisfaction is a mediator in the impact of the work environment and emotional intelligence on affective commitment. Research by Kurniawan et al (2022) states a significant positive influence of work environment on affective commitment, with job satisfaction as a mediating variable. Additionally, this is backed by research by Argon and Liana (2020) stating that emotional intelligence positively and significantly influences organizational commitment through job satisfaction. The physical component of the work environment is widely recognized as a significant determinant of job satisfaction. The many aspects of the work environment influence not only job satisfaction but also employee comfort, morale, health and safety, and focus (Bachner, 2000; Mehrzad & Rostan, 2021). Employees with adequate facilities will experience satisfaction, enhancing their loyalty to the company (Wibowo et al., 2014; Kurniawan & Pratiwi, 2022). Kurniawan et al (2022) state a significant positive impact of the work environment on affective commitment, with job satisfaction as a mediating variable. In other wise, Emotional intelligence is crucial as employees who understand their own emotions and those of others can effectively control negative emotions when interacting with others or facing stressful situations (Mahon et al., 2014; Sudibjo & Sutarji, 2020). Job satisfaction represents a

pleasant emotional state stemming from one's assessment and work experiences (Locke, 1976; Bayu et al., 2023). Job satisfaction reflects an individual's attitude toward their work, evident in employees' positive outlook toward their jobs and everything they encounter in their work environment (Harahap & Tirtayasa, 2020). Research conducted by Argon and Liana (2020) expresses that emotional intelligence has a positive and significant impact on organizational commitment through job satisfaction.

CONCLUSION

Hypothesis H1 until H4 has been accepted. This means a significant positive correlation exists between the variable in this study. But hypothesis H5 is rejected because the p-value is greater than 0.05. This indicates no significant positive influence of emotional intelligence on affective commitment in the millennial generation in this research sample. Furthermore, the Sobel test analysis highlights the significant function of job satisfaction as a mediator in the relationship between the work environment and emotional intelligence with affective commitment in the millennial generation. The Sobel test statistic value exceeding the t-table (1.96) and a two-tailed probability lower than alpha ($\alpha=0.05$) show that job satisfaction mediates the influence of these two independent variables on affective commitment in millennial employees in the industrial sector of West Kalimantan. Understanding how these variables may influence or interact with each other can contribute to a more nuanced comprehension of the subject matter. Decision-makers should deepen their understanding of factors such as the work environment and emotional intelligence influencing job satisfaction and employee commitment, especially among millennials. Stakeholders are encouraged to implement practices that create a conducive work environment, support the development of employees' emotional intelligence, and foster a positive and inclusive organizational culture to enhance job satisfaction and employee commitment. This research contributes both theoretically and practically to academics and organizations related to the variables studied. These findings can be a reference and consideration in decision making and also enrich understanding in this field. This research may not have addressed all factors influencing the millennial generation's job satisfaction and affective commitment. The study focuses solely on the millennial generation in a specific sector (West Kalimantan's industry). Consequently, the results may not directly apply to a broader population or organizational contexts. The study may be time-limited due to its cross-sectional or cross-generational nature. Future studies should be focus on understanding the cultural variables and HR practises that affect the affective commitment and job satisfaction of millennials generation. Expand research into different sectors and compare various generations to evaluate the relevance of findings in different contexts. Conduct longitudinal studies to comprehend relationship changes between these variables over time. This will provide a more dynamic understanding of how these factors interact and influence each other throughout different stages of individuals' careers.

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