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Organizational Commitment as Moderator of Adaptability and Loyalty on In-Role Behavior among Gen Z's Female Employees Worked in Manufacturing

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ABSTRACT

The aim of this study is to examine how adaptability and loyalty influence in-role behavior among Generation-Z female employees in the manufacturing sector, with organizational commitment as a moderating variable. Grounded in behavioral and organizational psychology concepts, this study highlights adaptability and loyalty as key employee attributes in today's dynamic work environment. A quantitative approach was employed using a survey method, with data collected from 217 respondents. The data were analyzed using Structural Equation Modeling (SEM) via SmartPLS 4. The results indicate that both adaptability and loyalty have a positive and significant impact on in-role behavior. Furthermore, organizational commitment is found to strengthen these relationships. The implications of these findings suggest that human resource management should prioritize the development of adaptability, loyalty, and organizational commitment to enhance employee performance and responsiveness in the evolving manufacturing sector, particularly among Generation-Z females.

INTRODUCTION

Generation Z (Gen Z) employees who have a career in the manufacturing sector are expected to have a high level of adaptability and loyalty to meet company expectations in a competitive and structured work environment. Pulakos et al. (2000) define adaptability as the ability to adjust to changes in the workplace and learn new skills as needed. This confirms that adaptability plays a crucial role in dealing with organizational dynamics. Arif (2020) revealed that each generation brings values, ideas, attitudes, and traditions formed from social and family environments, which ultimately affect their behavior in the workplace. Gen Z, which is now starting to dominate the workforce, tends to be more realistic in choosing a career path and oriented towards financial stability, in contrast to previous generations. When they enter the workforce, they bring with them unique characteristics such as innovative thinking, high expectations, enthusiasm, and a distinctive work ethic. As the internet generation, they grew up in the digital age and are very familiar with technology, smartphones, and social media, which affects their work patterns and the way they interact. In professional settings, Gen Z is generally more flexible, likes challenges, and has a strong motivation to achieve success (Li et al., 2020; Xu et al., 2020).

Organizational culture and organizational commitment have a significant role in improving employee performance across generations, including Gen Z (Budiman & Sari, 2023). However, studies that specifically examine how organizational commitment acts as a moderating variable in the relationship between adaptability and loyalty to in-role behavior, especially among Gen Z female employees in the manufacturing sector, are limited. In the context of Gen Z, loyalty to organizations is often influenced by job satisfaction factors and career development opportunities (Lestari, 2023; Wulandari & Burgess, 2011). This indicates that the level of organizational commitment can play a role in strengthening or weakening the loyalty of Gen Z employees to the companies they work for—female employees of this generation, in particular, value work-life balance. In addition, they tend to have higher self-endurance than male employees, which has a positive impact on their loyalty and performance in the workplace. In the manufacturing industry, which is known for its more systematic and rigid work structure, employee adaptability and loyalty are key factors in ensuring the continuity and effectiveness of company operations. Osho (2023) state that employee loyalty is reflected in their strong commitment to the organization and their motivation to contribute to achieving company goals. This loyalty is not just a form of compliance with organizational rules but also reflects dedication to the company's vision and mission. Consequently, high loyalty can encourage employees' optimal performance in carrying out their roles and responsibilities at work (in-role behavior).

One of the key factors that can strengthen the relationship between adaptability and employee loyalty in carrying out their roles is organizational commitment. Hasan et al. (2020) explain that organizational commitment acts as a moderating variable that can strengthen or weaken the relationship between these two aspects. In addition, employee loyalty also has a crucial role in improving workforce retention and maintaining corporate culture. However, the presence of adaptability and loyalty alone is not enough to guarantee optimal performance. Employees with

high levels of organizational commitment, as expressed by Meyer & Herscovitch (2001), indicate that this commitment serves as a link between employee behavior and the results achieved by the organization. This confirms that organizational commitment can strengthen the relationship between adaptability, employee loyalty, and performance, which in turn contributes positively to individual performance as well as the overall company (Robbins & Stubberud, 2019).

This study aims to examine the extent to which adaptability and employee loyalty predict in-role behavior among Gen Z female employees in the manufacturing sector, and to investigate the moderating role of organizational commitment in these relationships. Specifically, it seeks to identify whether a high level of organizational commitment can enhance the impact of adaptability and loyalty on employee's ability to perform their job roles effectively within structured and demanding industrial settings. In this study, employee loyalty is conceptualized as a behavioral intention and attitudinal alignment toward organizational goals, distinct from organizational commitment, which reflects a deeper psychological bond and identification with the organization's values. The contribution of this research lies in addressing the empirical gap regarding the behavioral dynamics of Gen Z women in manufacturing, a sector often overlooked in generational workforce studies. While prior research has explored organizational commitment broadly, this study provides a nuanced understanding by positioning it as a moderating variable between adaptability, loyalty, and in-role behavior. Additionally, it highlights the unique attributes and motivations of Gen Z female employees, offering practical insights for HR professionals and organizational leaders aiming to foster performance, retention, and engagement in increasingly diverse and technologically integrated workforces.

Drawing on organizational behavior and human resource management theories, this study conceptualizes adaptability and employee loyalty as key individual attributes that influence in-role behavior, particularly in structured and demanding settings like the manufacturing sector. Furthermore, organizational commitment is introduced as a moderating variable that can potentially strengthen or alter the relationships between these antecedents and job performance outcomes.

Adaptability refers to an employee's ability to adjust to changes in the workplace, respond to dynamic tasks, and remain effective amid evolving work demands. Prior research (Goh & Lee, 2018; Park & Park, 2019) suggests that adaptable employees tend to demonstrate better in-role performance, especially in high-pressure, technologically evolving environments. Accordingly, we propose: H1: Adaptability is positively associated with in-role behavior among Gen Z employees.

Employee loyalty, characterized by affective, continuance, and normative commitment (Meyer & Allen, 1991; Ng & Feldman, 2012), reflects a psychological attachment to the organization and intention to stay. Loyal employees are more likely to align with organizational goals and perform expected roles diligently (Fauziana et al., 2021; Robbins & Judge, 2019). Thus, we hypothesize: H2: Employee loyalty is positively associated with in-role behavior among Gen Z employees.

Organizational commitment, as a broader psychological bond to the organization's mission and values, may function as a moderator in shaping how individual attributes (such as adaptability and loyalty) translate into actual work behavior. When employees feel emotionally connected and morally obligated to their organization, their inherent adaptability and loyalty may result in even stronger performance (Bougie, 2024; Chin, 1998). Therefore, the following moderation hypotheses are formulated: H3: Organizational commitment positively moderates the relationship between adaptability and in-role behavior among Gen Z employees. H4: Organizational commitment positively moderates the relationship between employee loyalty and in-role behavior among Gen Z employees.

Based on the above conceptual arguments, the theoretical model is illustrated in Figure 1, which outlines the hypothesized relationships between adaptability (X1), employee loyalty (X2), in-role behavior (Y), and organizational commitment (Z) as the moderating variable.

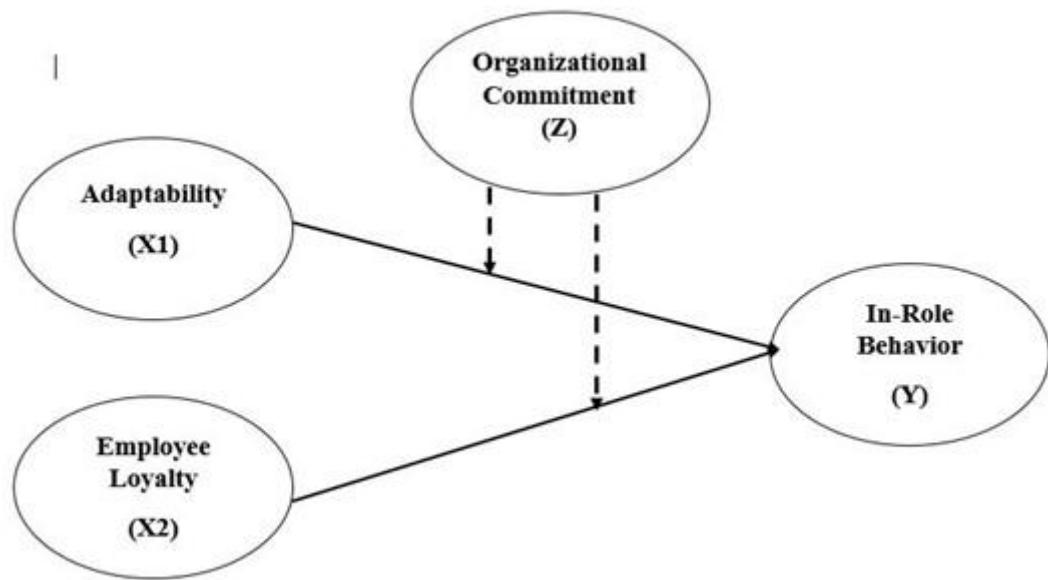


Figure 1. Research Figure

RESEARCH METHODS

The questionnaire was distributed to 217 Gen Z female employees working in the manufacturing sector, selected using purposive sampling. The sample size was determined based on the minimum requirement for structural equation modeling (SEM) using SmartPLS, which recommends a sample size of at least 10 times the number of indicators or paths in the model (Hair et al., 2021). With four variables and multiple indicators, a minimum sample of

160–200 is considered sufficient for model reliability, thus justifying the use of 217 respondents to ensure robustness and generalizability of findings within this demographic segment.

Prior to the main survey, a pilot test involving 15 respondents was conducted. This number aligns with recommendations for pre-testing instruments, where 10–30 respondents are commonly used to identify potential issues in question clarity, comprehension, and formatting (Ployhart & Bliese, 2006; Presser et al., 2004). The 15 participants were also representative of the target population (Gen Z females in manufacturing), ensuring that feedback from the pilot test was contextually relevant before deploying the final questionnaire at full scale.

This research focuses on four main variables, namely Adaptability (X1), Employee Loyalty (X2), In-Role Behavior (Y), and Organizational Commitment (Z). The title of this research is: "Analysis of the Effect of Adaptability and Employee Loyalty on In-Role Behavior with Organizational Commitment as a Moderating Variable for Gen Z Employees in the Manufacturing Sector."

The measurement of each variable is explained as follows: **Adaptability** The adaptability variable is measured using an instrument from Pulakos et al. (2000), which consists of several indicators, such as the ability to adapt to change, manage pressure, and learn new skills. This instrument is used to determine how flexible employees are in dealing with work dynamics. The example of statement: "I am able to adjust quickly to changes in work procedures in the company." **Employee Loyalty** The measurement of employee loyalty refers to the three-component commitment model developed by Meyer & Allen (1991), namely affective commitment (personal desire to stay at work), continuance commitment (awareness of the costs of leaving the organization), and normative commitment (a sense of moral responsibility to stay). The example of statement: "I feel obligated to stay with this company." **Organizational Commitment (Z)**. Organizational commitment as a moderating variable is measured using a scale developed by Meyer & Herscovitch (2001). The three main dimensions of this variable include affective, normative, and continuance. This instrument aims to evaluate the extent of employees' emotional attachment and loyalty to organizational values. The example of statement: "I feel emotionally attached to the organization I work for." **In-Role Behavior (Y)**. To measure In-Role Behavior, an instrument from Williams & Anderson (1991) is used, which evaluates the formal behavior of employees in carrying out their main tasks as defined by the company. The example of statement: "I complete all the work tasks that are my responsibility well."

RESULTS & DISCUSSION

The respondents in this study consist of Gen Z female employees (100%) aged between 20–27 years, working in the manufacturing sector. There are no male participants in the sample. The survey was conducted between January and March 2025, targeting various manufacturing companies located in West Java and Central Java, Indonesia, where Gen Z females represent a growing segment of the workforce. The data collection process lasted for approximately six weeks, including initial outreach, survey dissemination, reminders, and data verification. In

terms of work experience, most respondents (35.0%) have worked for less than two years, followed by 27.6% who have over five years of experience. Additionally, 23.5% of the participants have 2–3 years of experience, while 13.8% reported working for 4–5 years. Regarding educational background, most respondents (68.7%) are graduates of vocational or high schools (SMK/SMA), with the remaining 31.3% holding a bachelor's degree (S1). This demographic profile highlights a young, female-dominated workforce with varying levels of experience and predominantly non-tertiary educational backgrounds.

Table 1. Characteristics of Respondent

Respondent Profile	Respondent Options	F	%
Gender	Male	-	-
	Female	217	100%
Age/Generation	20-27 (Gen-Z)	217	100%
	28-42 (Millenials)	-	-
	43-50 (Gen-X)	-	-
Working Period	<2 Years	76	35.0%
	3-4 Years	51	23.5%
	4-5 Years	30	13.8%
	>5 Years	60	27.7%
Final Education Level	SMK/SMA	149	68.7%
	S1	68	31.3%

Source: Research Data (Processed), 2025

To assess the internal consistency and convergent validity of the constructs, a validity and reliability test was conducted using SmartPLS 4.0. The evaluation involved calculating Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) for each variable in the model. All values were assessed against recommended thresholds to ensure that the measurement model meets the criteria for construct validity and reliability. The detailed results are presented in Table 2.

Table 2. Construct Validity and Reliability

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
ADAPTABILITY (X1)	0.951	0.955	0.959	0.771
EMPLOYEE LOYALTY (X2)	0.940	0.958	0.951	0.734
IN-ROLE BEHAVIOR (Y)	0.960	0.961	0.966	0.759
ORGANIZATIONAL COMMITMENT (Z)	0.942	0.956	0.952	0.739

Source: Research Data (Processed), 2025

All constructs listed in Table 2 demonstrate strong convergent validity, as each Average Variance Extracted (AVE) value exceeds the threshold of 0.5. Moreover, all variables show high levels of internal consistency, indicated by Cronbach's Alpha and Composite Reliability values greater than 0.7. These results confirm that the measurement model is both valid and reliable for further analysis.

To further assess discriminant validity, the Fornell-Larcker criterion was employed. This method compares the square root of the Average Variance Extracted (AVE) for each construct with the correlations between that construct and all other constructs in the model. Discriminant validity is confirmed when the square root of the AVE for a construct is greater than its correlations with other constructs. The results of this analysis are presented in Table 3.

Table 3. Results of Discriminant Validity Analysis with Fornell-Larcker Criterion Approach

Variable	Adaptability (X1)	Employee Loyalty (X2)	In-Role Behavior (Y)	Organizational Commitment (Z)
Adaptability (X1)	0.878			
Employee Loyalty (X2)	0.066	0.857		
In-Role Behavior (Y)	0.246	0.290	0.871	
Organizational Commitment (Z)	0.001	-0.035	0.273	0.860

Source: Research Data (Processed), 2025

This study employed a structural equation modeling (SEM) approach using SmartPLS 4.0 to evaluate the measurement model and test the proposed hypotheses. One of the key assessments conducted was the evaluation of discriminant validity using the Fornell-Larcker criterion. According to this criterion, the square root of the Average Variance Extracted (AVE) for each construct should be higher than its correlation with any other construct. As shown in Table 3, the square root of the AVE values for all constructs Adaptability (0.878), Employee Loyalty (0.857), In-Role Behavior (0.871), and Organizational Commitment (0.860) exceeds the inter-construct correlations. This confirms that the constructs demonstrate adequate discriminant validity, ensuring that each construct is distinct and well differentiated within the model.

To complement the assessment of discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) analysis was conducted. This method is considered more stringent than the Fornell-Larcker criterion and compares the average correlations across different constructs (heterotrait-heteromethod) with those within the same construct (monotrait-heteromethod). An HTMT value below the threshold of 0.85 indicates satisfactory discriminant validity. The results of this analysis are displayed in Table 4.

Variable	Adaptability (X1)	Employee Loyalty (X2)	In-Role Behavior (Y)	Organizational Commitment (Z)	Organizational Commitment (Z) X Adaptability (X1)	Organizational Commitment (Z) X Employee Loyalty (X2)
Adaptability (X1)						
Employee Loyalty (X2)		0.092				
In-Role Behavior (Y)	0.255		0.291			
Organizational Commitment (Z)	0.063	0.103	0.275			
Organizational Commitment(Z) X Adaptability (X1)	0.080	0.037	0.470	0.031		
Organizational Commitment(Z) X Employee Loyalty (X2)	0.034	0.129	0.510	0.047	0.015	

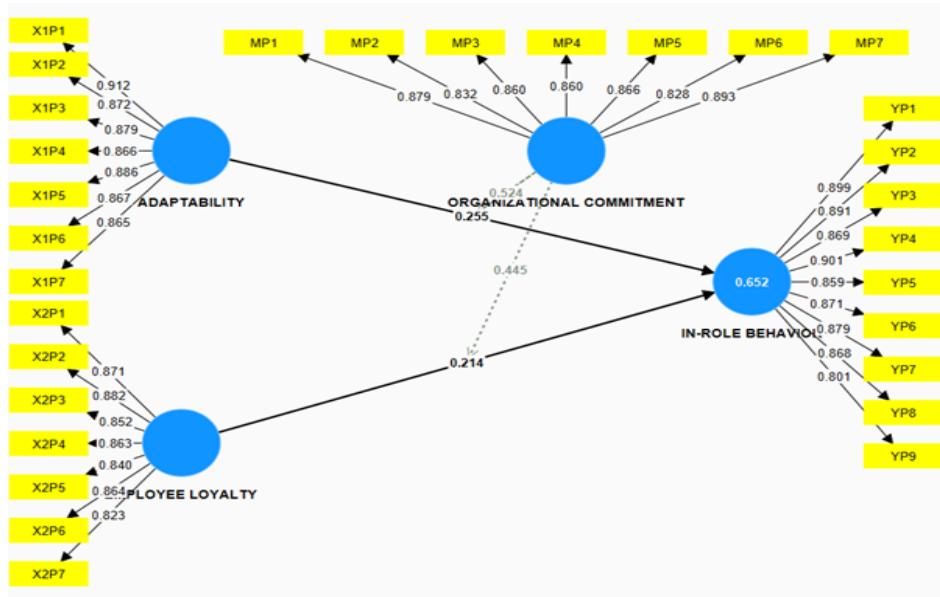
Table 4. Heterotrait-Monotrait (HTMT) Ratio Criterion

Source: *Research Data (processed)*, 2025.

As shown in Table 4, the HTMT values between constructs such as Adaptability and Employee Loyalty (0.255), Employee Loyalty and In-Role Behavior (0.291), and In-Role Behavior and Organizational Commitment (0.275) are all well below the conservative threshold of 0.85, suggesting the absence of discriminant validity issues. Additional interaction terms, such as Organizational Commitment \times Adaptability (0.015) and Organizational Commitment \times Employee Loyalty (0.047), also yield low HTMT values, reinforcing the distinctiveness of the constructs.

These findings confirm that the constructs in the model demonstrate sufficient discriminant validity, thereby supporting the reliability of the measurement model and indicating that each latent variable is empirically distinct and well-represented in the model.

The structural model used to test the direct effects among the variables was analyzed using SmartPLS 4 software and the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The model includes four main constructs: Adaptability (X1), Employee Loyalty (X2), Organizational Commitment (Z), and In-Role Behavior (Y). Figure 2 illustrates the structural model output, including the path coefficients and loading values for each indicator. This diagram provides a comprehensive overview of the hypothesized relationships and the strength of the connections between latent variables.

**Figure 2. SmartPLS Output with SmartPLS 4**

Source: Research Data (Processed), 2025

The results of the hypothesis testing are summarized in Table 5. Each hypothesis was tested by examining the path coefficient, t-statistic, and p-value to determine the statistical significance of the relationships between constructs. A t-statistic value greater than 1.96 and a p-value less than 0.05 indicate a significant effect. This table provides a detailed overview of the direct and moderating effects tested within the research model.

Table 5. Hypothesis Testing Result

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Adaptability (X1)> In-Role Behavior (Y)	0.255	0.256	0.056	4.553	0.000
Employee Loyalty (X2) > In-Role Behavior (Y)	0.214	0.216	0.049	4.318	0.000
Organizational Commitment (Z) X Adaptability (X1) > In-Role Behavior (Y)	0.524	0.515	0.054	9.772	0.000
Organizational Commitment (Z) X Employee Loyalty (X1) > In-Role Behavior (Y)	0.445	0.439	0.047	9.402	0.000

Source: Research Data (Processed), 2025

Table 5 presents the results of hypothesis testing using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method via SmartPLS 4.0. This analysis aims to identify the direct relationships between adaptability and loyalty on in-role behavior, as well as to examine the moderating effect of organizational commitment.

To validate the statistical significance of the proposed relationships in the research model, a

bootstrapping procedure was conducted using SmartPLS 4. Bootstrapping allows for the estimation of standard errors and confidence intervals for each path coefficient, based on repeated random resampling. This method provides robust evidence regarding the stability and reliability of the observed effects. The output of the bootstrapping analysis, as shown in Figure 3, presents the path coefficients and their respective significance levels for each hypothesized relationship.

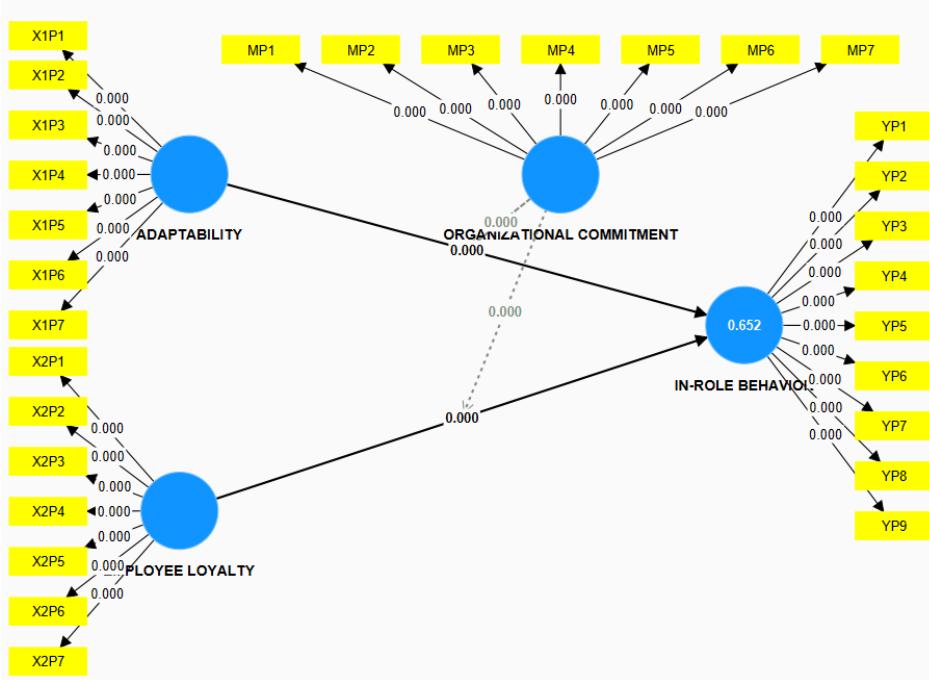


Figure 3. Results of bootstrapping with SmartPLS 4

Source: Research Data (Processed), 2025

The results of the analysis show that adaptability has a positive and significant influence on in-role behavior, with a coefficient value of 0.255, T-Statistic 4.553 (>1.96), and P-Value 0.000 (<0.05). This finding indicates that employees who have high adaptability tend to show performance in accordance with the role given by the organization. Adaptability reflects the flexibility of employees in dealing with changes in the work environment, whether caused by technological developments, changes in organizational policies, or social dynamics in the workplace. The results of this study are in line with a study conducted by Park & Park (2019), which found that adaptability is closely related to proactive work behavior and the ability to complete tasks effectively. Based on these findings, manufacturing companies that employ female employees from Generation Z are advised to create a conducive work environment, including providing adequate training and support systems, to improve employees' adaptability and, ultimately, drive improvements in their performance. **H1: Adaptability is predicted to have a positive relationship with in-role behavior among Gen Z employees – accepted.**

The analysis shows that employee loyalty has a positive and significant impact on In-Role Behavior, with a coefficient of 0.214, T-Statistic of 4.318 (>1.96), and P-Value of 0.000 (<0.05).

This indicates that the higher the level of loyalty of an employee to the organization, the greater their tendency to show work behavior in accordance with their responsibilities. High levels of loyalty are often associated with job satisfaction, a sense of belonging to the company, and intrinsic motivation to give the best performance. Research conducted by Prieto & Pérez Santana (2012) shows that employees who have high loyalty tend to be more dedicated to their work and have better attendance rates than those who are less loyal. In some situations, excessive loyalty can make employees less flexible in adjusting to new policies or strategic changes in the organization. Therefore, companies need to find a balance between encouraging loyalty and ensuring employee flexibility so that they can adapt to change without losing their commitment to the organization. **H2: Employee loyalty is predicted to have a positive relationship with In-Role Behavior among Gen Z employees – accepted.**

The results revealed that organizational commitment plays a role as a moderator that strengthens the relationship between adaptability and In-Role Behavior, with a coefficient of 0.524, a T-Statistic of 9.772 (>1.96), and a P-value of 0.000 (<0.05). This shows that the positive impact of adaptability on In-Role behavior becomes more significant when employees have a high level of organizational commitment. Research conducted by Widayastuti & Hidayat (2021) states that employees with strong organizational commitment are more likely to maintain work behavior in accordance with company expectations, even when facing dynamic changes in the work environment. In line with these findings, Prasetyo et al. (2019) found that employees who have emotional and professional ties to the organization are more adaptable to change, because they feel responsible for the wishes and success of the organization. In some conditions, too high organizational commitment can limit employees' acceptance of innovations or policy changes. Therefore, companies need to implement a balanced organizational commitment management strategy so that it still has a positive impact on employee adaptability and In-Role behavior. **H3: Organizational commitment is predicted to moderate the positive relationship of adaptability with in-role behavior among Gen Z employees – accepted.**

The final analysis shows that organizational commitment and employee loyalty have a positive and significant influence on In-Role Behavior with a coefficient of 0.445, a T-Statistic of 9.402 (>1.96), and a P-value of 0.000 (<0.05). This finding indicates that employees with high levels of loyalty and commitment to the organization tend to show more optimal work behavior compared to those with high loyalty but low commitment. According to Hakim & Fernandes (2017), organizational commitment is closely related to the total involvement of employees in the organization, both from cognitive and affective aspects. In line with this, Yousef (2017) research reveals that organizational commitment not only reflects employees' loyalty to the company, but also reflects their desire to remain part of the organization in the long term. It is important for companies to maintain a balance between employee loyalty and commitment, not only to increase their sustainability to the organization but also to encourage innovation and minimize the carrying out of their duties. **H4: Organizational commitment is predicted to moderate the positive relationship of employee loyalty with in-role behavior among Gen Z employees – accepted.**

This study aims to analyze the influence of adaptability and employee loyalty on in-role behavior, with organizational commitment as a moderating variable, specifically on Gen Z female employees in the manufacturing sector. The analytical method applied is Partial Least Squares-Structural Equation Modeling (PLS-SEM), which shows that adaptability has a positive and significant influence on in-role behavior, with a P-Value of 0.000. Employees with a high level of adaptability more easily adjust to changes in the work environment, thus contributing to the improvement of their performance. This finding aligns with Pulakos et al. (2000), who found that individuals with high adaptability are more efficient in completing tasks and show stronger work commitment. Likewise, Sugeng et al. (2024) confirmed that adaptability is closely linked to improved performance in environments that demand flexibility and precision.

This study was conducted in labor-intensive manufacturing companies, including sectors such as garment production, footwear assembly, and food processing, which are commonly found in regions like West Java and Central Java, Indonesia. These industries employ a large proportion of female Gen Z workers, who are often placed in operational or assembly-line roles that require speed, accuracy, and adaptability to technological changes and updated work procedures. The fast-paced nature of these industries, coupled with relatively high employee turnover, highlights the importance of studying behavioral aspects such as adaptability, loyalty, and organizational commitment.

In this context, Gen Z female employees represent a unique workforce segment: they are digital natives, generally open to change, and more individualistic compared to earlier generations. However, studies (e.g., Twenge et al., 2010) have shown that Gen Z tends to have lower organizational commitment, making it important to understand how to retain and engage them. Moreover, women in the manufacturing sector often face additional challenges such as limited access to training, slower promotion trajectories, and higher job insecurity (Bahri et al., 2024). Hence, understanding how adaptability and loyalty can support their performance especially when reinforced by organizational commitment is a critical managerial concern.

The results of this study indicate that employee loyalty also has a significant influence on in-role behavior, with a P-value of 0.000. The higher an employee's loyalty to the organization, the greater their tendency to perform job duties responsibly and consistently. This is consistent with Meyer & Allen (1997) model, which links loyalty to engagement and satisfaction. In labor-intensive manufacturing settings, loyalty becomes an important stabilizing factor in reducing turnover and maintaining operational continuity (Albrecht et al., 2015). To foster loyalty, companies are advised to invest in inclusive workplace policies, fair compensation, and transparent career advancement opportunities factors that are particularly meaningful to young female employees.

Furthermore, this study confirms that organizational commitment moderates the relationship between both adaptability and loyalty with in-role behavior (P-value = 0.000). High levels of commitment enable employees to translate their adaptive capabilities and loyalty into concrete

work outcomes. However, as previously noted, Gen Z employees often exhibit lower commitment levels, highlighting the need for organizations to cultivate strong workplace cultures that resonate with Gen Z values such as flexibility, purpose, and fairness.

CONCLUSION & SUGGESTION

While this study provides valuable insights, there are some limitations that need to be noted. This study only focused on Gen Z female employees in the manufacturing sector, so the results cannot be generalized to other industries without further research. In addition, some external factors such as organizational culture, leadership style, and work-life balance were not part of the analysis, even though these aspects have the potential to influence employee behavior in carrying out their roles. The methodology used in this study is cross-sectional, which means that this study cannot capture changes in the dynamics of employee commitment and behavior over the long term. Overall, the findings of this study confirm that Employee Adaptability and Loyalty have a significant influence on their In-Role Behavior, with Organizational Commitment acting as a moderating variable that strengthens the relationship. Therefore, companies are advised to focus more on strategies that can increase Employee Adaptability and Loyalty while considering factors that can enhance Organizational Commitment. These findings have important practical implications, especially for companies facing the challenges posed by Gen Z in the work environment, especially in manufacturing. By implementing the right strategies, companies can increase employee work effectiveness and create a more productive and harmonious work environment.

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