

Analysis Of The Influence Of Organizational Justice, Corporate Social Responsibility, And Job Satisfaction On Employee Commitment To Millennial Generation At PT Capella Dinamik Nusantara, North Sumatra, Indonesia.

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ABSTRACT:- The millennial generation is a generation that dominates the work environment, either in formal and non-formal sectors. This is because this generation is in productive age between 17 - 37 years old. This dominance will reach its peak in 2020 where they are in the range of 20 - 40 years. Employees' commitment to the millennial generation has had a huge impact on the current company because of the characteristics of this generation who are often shifting jobs. The purpose of this research is to know and analyze the influence of organizational justice, corporate social responsibility, and job satisfaction toward employee commitment at a millennial generation at PT Capella Dinamik Nusantara. This research was conducted at PT Capella Dinamik Nusantara Medan. The sample of this study was 150 people who were born in 1980-2000. Methods of data analysis used cross tabulation analysis, determination coefficient R^2 , F-test, and t-test. The F-test results show that F-count is greater than F-table ($29,782 > 2,67$) and the significance level $0,000 < \text{sig value. } \alpha = 0,05$. It means organizational justice, corporate social responsibility, and job satisfaction simultaneously demonstrate a positive and significant impact on employee commitment to millennial generation at PT Capella Dinamik Nusantara. The t-test results show t value of $5,045 > \text{t-table } 2,609$ or significance value $0,000 < 0,005$ on the organizational justice variable, which means partially, there is a positive and significant influence between organizational justice toward the millennial employee commitment at PT Capella Dinamik Nusantara. While the t-test results on corporate social responsibility variables show the t-count of $1,033 < \text{t-table } 2,609$ or significance value of $0,303 > 0,005$, and job satisfaction variables show the t-value of $1,365 < \text{t-table } 2,609$ or a significance value of $0,174 >$ which means partially, there is insignificant influence between corporate social responsibility and job satisfaction on employee commitment to the millennial generation at PT Capella Dinamik Nusantara.

Keywords:- Organizational Justice, Corporate Social Responsibility, Job Satisfaction, Employee Commitment

I. INTRODUCTION

Generations are groups that can be identified by year of birth, age, location, and events that create their personality. Generations can be created from great events such as war, the emergence of new technologies, or the global economic transition (Smith and Nichols, 2015). It creates the personality, value, and hope of this generation. Over the last sixty years, there have been three generations that dominate the working environment, namely Baby Boomers, Generation X, and Generation Y or Millennial Generations (Kaifi et al., 2012).

Generation X is the first generation to experience the impact of parents divorce, busy working parents, poor economic conditions, and high rates of crime. The most recent generation in the work environment is Generation Y or Millennial Generation whose people were born in the 1980s - 2000s. They are called Millennial Generations since their birth years near the new millennium and grew early in the digital era. Generations are influenced by computer technology and the acceptance of values and non-traditional families (Kaifi et al., 2012).

Characteristics of this generation may have a positive and negative impact on the work environment. This generation tends to have more confidence and has higher self-esteem compared to the previous generation. Confidence arises from their optimistic nature (Solnet and Krajl, 2011). Other studies have shown that millennial generation has a higher level of self-esteem and higher assertiveness compared to those of the same age-old generation (Smith and Nichols, 2015).

The millennial generation grew with an emphasis on parental proximity, which would have an impact on the work environment. The millennial generation needs equality between work and personal life (Smith and Nichols, 2015). Using technology is inseparable from the millennial generation. They have become generations who have more access to information and technology compared to previous generations (Roehl et al., 2013). Along with the dominance of millennial generation in the work environment, and the rapid development of technology which has created technology integration with work processes (Kaifi et al., 2012).

They are also known as generations with low levels of patience, lack of work ethic, self-esteem, and low level of loyalty (Myers and Sadaghiani, 2010). One of the problems of Millennial Generation in a working environment which is a challenge for a company is the low loyalty to the company. Survey results conducted by Gallup (2016) show that millennial generations tend to move often to work and their relationships are the lowest in the working environment compared to previous generations.

The results of the surveys conducted by Gallup are in line with the results of the study conducted by Boroff and Lewin (1997) stating that low-level loyalty employees tend to have a higher likelihood of leaving the company. Robbins and Timothy (2015) also say that employees with low loyalty to the company will go out of the company or look for side jobs.

PT Capella Dinamika Nusantara is the main dealer of Honda motorcycles for the Aceh, Riau and Riau Islands areas where they have been trusted by Astra Honda Motor (AHM) since 1971. In order to continue to develop and maintain a position as a market leader in their marketing area, companies need human resources that have superior competence. It is to innovate and develop business and work system that is effective and efficient in the company. PT Capella Dinamik Nusantara has constraints among others is the low commitment of employees to employees who are classified as millennial generation. According to Robbins and Timothy (2015) employee commitment is a situation where employees identify themselves as members of the organization and seek to maintain their membership within the organization. The low commitment of employees is characterized by the number of employees who resign from the company (Witasari, 2009). This case is why the company needs to recruit new employees who will replace the outgoing employees so that this will increase the cost of recruitment that the company must issue. Many things can cause high or low employee commitment, the Karakus research finds, et al. (2014) finds that employees will develop a commitment to the organization when receiving fair treatment from the organization. Dhanesh (2012) states that companies that practice social responsibility are significant predictors of employee commitment, and positively affect motivation, productivity, turnover rates, and employee attendance rates. The results of the Akomolafe and Olatomide research (2013) show that job satisfaction contributes significantly to predicting employee commitment because employees who are satisfied with their work will cause it to be comfortable and want to continue working at the company.

II. LITERATURE REVIEW

Employee Commitment

According to Robbins and Timothy (2015), employee commitment to the organization is a condition where employees identify themselves as members of an organization and strive to maintain their membership within the organization. Employee commitment is the condition that the individual who works identifies his or her role as an employee and focuses and responsibly on the job as expected (Khan et al., 2010). Employee commitment is an attitude shown by individuals with the identification, involvement, and loyalty to the organization and the desire to remain within the organization and not willing to leave the organization for any reason (Fanani et al., 2017). Employee commitment is an organization's willingness and willingness to seek high levels of effort for the organization's purpose in achieving its goals (Muayanah et al., 2017). Employee commitment is an active employee identification and involvement of the organization and the desire to maintain its membership within the organization and willing working hard for the achievement of organizational goals (Gracia, 2017). If employees have a low commitment, employees' loyalty to the organization will also be low and will increase the employee's desire not to maintain their membership within the organization (Novriyadhi and Riana, 2015). Affective employee commitment is associated with increased job satisfaction, work performance, and organizational citizenship behavior, as well as decreases in turnover and employee turnover rates (Hasan, 2012; Sloan, 2017). According to Meyer et al., (1990) there are three dimensions of employee commitment, ie, affective commitment, sustainable commitment, and normative commitment. These three dimensions see that commitment is a psychological condition that characterizes employee relationships with the organization and implies the decision to continue or discontinue its membership relationship with the organization. Affective commitment is the feeling of emotional proximity, self-identification, and employee engagement with the organization as employees are members of the organization. Employees who have an affective commitment to the organization remain in the organization because of their desire to do so. Continuance commitment is the awareness of the costs that must be received by employees when they leave the organization. Employees who have an ongoing commitment to the organization remain within the organization because of their need to do so. Normative commitment is a sense of obligation that employees have to stay

within the organization. Employees who have a normative commitment to the organization remain in the organization because of the feeling of having to do something.

Millennial Generation

Smith and Nichols (2015) stated that the millennial generation was an individual born in the 1980s and 2000s and called the millennial generation as they were born near the new millennium and grew in tandem with the digital era. This generation is influenced by computers and greater acceptance of non - traditional values and families. In line with that. According to Barnes (2009), the millennial generation is a growing and growing generation in the wake of the Iraq war, September 11 attacks, the spread of AIDS and drug disease, rapid technological advancement, and profitability as it grows when global economic conditions are experiencing rapid growth and conditions prosperous old economics. Millennial generations grew in the digital age, and better understood digital technology, communication, and media compared with previous generations (Kaifi et al., 2012).

Millennial generations grow in environments that have unique social values and distinctive personality, focusing on work balance and personal life, quality of life, and enjoying life. This generation has a high sense of innovation but low job satisfaction, and loyalty and wants to focus on short-term rewards, impatient, dislike the rules and regulations in his work (Jiang and Yang, 2016). Millennial generation tends to be less obedient, more vocal in criticism, it is more likely to use networks to share opinions and ideas, and be more pragmatic in achieving goals and targets as compared to generation X known for more internalization, authoritarianism, obedience, and strong ideological commitment (DeLong-Bas, 2015).

According to Barnes (2009), the millennial generation has several characteristics: Their achievement focuses on popularity, leadership, and belief. They are an optimistic generation of the future and feel cynical with their current leaders. This is because leaders in the current situation do not create the world as they want. For them, leadership status is not seen from a hierarchical pattern, but a good leader is based on beliefs built on action. This has led the earlier generation to assume that this generation is disrespectful to its leaders and seniors, rather than understanding that the key qualities of leaders sought by the millennial generation are beliefs. The millennial generation is not just looking for a trustworthy leader, but also wants the seniors to trust and give them the opportunity to give good ideas and quality results.

They have a strong relationship with parents who have an impact on their ability to solve problems. The millennial generation relationship with parents has a positive and negative impact on the millennial generation and the working environment. Strong relationships with parents have a significant role in shaping the millennial generation that feels protected from the consequences, the ability to solve low-level problems, be aware of their rights, and have high hopes for attention and service.

XGeneration

According to David, et al. (2017) generation X is a generation born in the range of 1965 - 1980 and firstly referred to as post-baby generation boomers. This generation is growing at a time when social values change in society such as an increase in parental divorce trends and a more significant number of mothers join the working world, which produces children who need to keep themselves for hours every day. They are not spoiled at the disappointment they receive that produce independent and autonomous children. They are also a generation that grows in times of technological and political uncertainty.

Generation X is the generation of entrepreneurs and can direct themselves, be happy and balanced, and more productive than the generation of baby boomers. This generation has low expectations but high achievements (Dannefer and Feldman, 2017). Generation X is a family-oriented generation. Some of these generations are married and have children, and are bound by family activities, and are involved in the education of their children. They are also the generation that can balance work, family, and social activities and devote their time to engage in community and professional activities (Miller and Laspra, 2017). According to Brown et al. (2015), x generation has the characteristic of high willingness to work, independence, flexibility, and prioritize the balance of life and work. This generation also has a high social sense, loyalty to the company, and has a high motivation (Erden, 2013).

In doing the work, the x-generation is more intrinsically motivated, while the millennial generation is more motivated in extrinsic. This is because of the x most wanting challenge, collaboration, task variation, and more significant impact than the work it does, while the millennial generation most want the promotion and recognition opportunities of co-workers (Krahn & Galambos, 2013). Expectations of x generation in work are more likely to be given authority because this generation enjoys teamwork (Alexander & Sysko, 2013), while the millennial generation has an individualist nature in the way of thinking and work that leads to a centrifugal ego, indifferent, and easily bored (Sugembong & Sudarmoyo, 2007).

Organizational Justice

According to Greenberg and Baron (2003) in Sancoko and Panggabean (2015), organizational justice is how one assesses the fairness and justice of the awards received from the organization. According to Cropanzano, et al., (2007) organizational justice is an employee's evaluation of the management's ethical and moral behavior in an organization. According to Gibson, et al., (2012) organizational justice is a level where an individual feels treated relatively by the environment in which the individual works. According to Robbins and Timothy (2015), organizational justice is the perception of employees about their organization where they believe the rewards they earn and how their distribution is done fairly.

According to Robbins and Timothy (2015), there are three main dimensions of organizational justice: Distributive Justice; is employee perception of justice about the extent to which organizational resources and awards are distributed within the organization. This justice can be in the form of organizational politics, and promotion policies (Gibson et al., 2012). This justice concerns employee perceptions of fairness in the allocation and the number of rewards shared between employees (Robbins and Timothy, 2015). Procedural Justice: Properural Justice: It is the perception of employees to justice about the extent of organizational processes and procedures in using their resources and allocation decisions resources. This justice can be a decision regarding the allocation of compensation, and the assessment of employees. This justice speaks about fairness in the process used in determining the distribution of rewards among employees (Robbins and Timothy, 2015). Interpersonal Justice: An employee's perception of justice as to how well they are treated fairly by the supervisor or authority in the organization. Employees' perceptions of this justice are higher when they are treated with respectful behavior, and demonstrate courtesy by the authorities in the organization. This justice speaks of a level where individuals are treated with dignity, concern, and respect (Robbins and Timothy, 2015).

Corporate Social Responsibility

The Commission of European Communities (2001) defines corporate social responsibility as "the concept in which the company decides to contribute to a better society and a cleaner environment voluntarily." The definition of corporate social responsibility according to The World Business Council for Sustainable Development (WBCSD) is: "the continuation of a commitment by a business entity to ethical and play a role in economic development by improving the quality of life at work and their families such as local communities and wider ".

According to Oktariana and Mimba (2014) Corporate social responsibility is the company's responsibility for stakeholders and parties affected by the company's existence. The impact of the company's activities has made it clear that environmental damage can be mitigated for future generations.

According to Turker (2009), there are four main dimensions of corporate social responsibility, namely: Corporate social responsibility to social and non-social stakeholders: this component shows business responsibilities to the community, the natural environment, the next generation, and non-governmental organizations. Corporate social responsibility to employees: these components ensure well-being and support to employees including career opportunities, organizational justice, family-friendly policies, safety and security, and union relationships. Corporate social responsibility to customers: these components relate to business responsibilities towards customers and products, including product safety, customer service, and customer complaints. Corporate social responsibility to governments: these components relate to compliance with government laws and regulations, and paying taxes.

Job satisfaction

According to Gibson, et al. (2012) job satisfaction is an individual's attitude toward their work which is a result of their perceptions of work, based on environmental factors such as supervisor style, policies and procedures, working group relationships, working conditions, and facilities provided. According to Robbins and Timothy (2015) job satisfaction is a positive feeling of the employee's work on the outcome of his job characteristics evaluation. Employees with high job satisfaction will have a positive feeling about their work and employees who have low job satisfaction will have a negative feeling about their work. Rivai and Mulyadi (2012) in Putrana, et al. (2016) states that job satisfaction is the assessment of employees about how far the job as a whole satisfies its needs. Hasibuan (2007) states that job satisfaction is a condition of an emotional-related employee that he or she has to determine whether or not he or she has a job.

The dimension of job satisfaction according to Gibson, et al. (2012), namely: Pay: the amount of payment and the perception of fairness regarding wage dividends. Job: job responsibilities are attractive and provide opportunities for learning and accepting responsibilities. Promotion Opportunities: opportunity availability for career growth. Supervisor: the ability to show interest and focus on employees. Co-worker: coworker characteristics including hospitality, friendly, competent, and mutually supportive.

Previous works

Organizational justice on employee commitment

The results of Cohen-Charash and Spector (2001) research show the relationship between organizational justice and employee commitment. The results also show that procedural justice has a more significant relationship with affective commitments than distributive justice and interactional justice. Furthermore, the results of this study also show that procedural justice and interactional justice have negative relationships with ongoing commitment, whereas procedural justice is closely related to normative justice.

Along with the results of the study, Karakus et al. (2014) find that employees will develop a commitment to the organization if they receive fair treatment from the organization. This shows that if employees feel that the organization treats all employees fairly then, they will have a more positive outlook on their work, and their psychological proximity with organization increases. The results of the study Divkan, et al. (2013) show a significant relationship between organizational justice and employee commitment within the organization. Three components of organizational justice, namely procedural justice, distributive justice, and interactional justice also have significant relationships with employee commitment. Research conducted by Rafael et al. (2017) shows that interpersonal justice and corporate social responsibility contribute significantly to employee affective commitments to the organization. Also, Demir et al. (2017) said that overall organizational justice has a partial relationship with employee commitment. Procedural justice and distributive justice have significant relationships with employee commitment, while interactional justice is partially associated with employee commitment.

Corporate social responsibility towards employee commitment

The results of the study conducted by Turker (2009) show that employees prefer to work on companies with social responsibility and their employee commitment is influenced by social responsibility undertaken by the company towards society, the natural environment, the next generation, employees, and customers. In line with that, Dhanesh's research (2012) also shows companies that practice social responsibility to be significant predictors of employee commitments, and positively affect motivation, productivity, turnover rates, and employee attendance rates.

Corporate social responsibility has a strong influence on employee self-identification, trust, and employee affective commitment to the organization (Farooq et al., 2014). There is a strong relationship between corporate social responsibility and employee commitment, where employee perceptions of corporate social responsibility increase employee commitment to the organization (Islam et al., 2016). The results of the study conducted by Arian, et al. (2016) also show that there is a relationship between corporate social responsibility with employee organizational commitment, employee satisfaction, investor loyalty, and buying intentions. It can be concluded that social responsibility activities undertaken by the company will cause employees to be more committed to staying in the company.

Job satisfaction towards employee commitment

Research conducted by Isapur, et al. (2013) concludes that employees who are satisfied with their job will increase their commitment to the company. The higher the job satisfaction of an employee in an organization, it will further increase the commitment of its employees.

The results of the research Akomolafe and Olatomide (2013) show that job satisfaction contributes significantly to predicting employee commitment. If employees are dissatisfied with their work, it will reduce their employee commitment and become the cause of employees resigning from the company. Research conducted by Neubert and Halbesleben (2015) proved that organizations that can provide employee satisfaction significantly would increase their employee commitment. This will reduce employee absenteeism, turnover, and conflict among employees within the organization. The results of the research Kaplan, et al. (2012) show that job satisfaction has a positive impact on affective commitment and normative commitment to employees, but job satisfaction has no impact on sustainable commitments. Job satisfaction is positively correlated to affective commitments and normative commitments but has a negative correlation to ongoing commitment (Mun and Abdullah, 2016).

III. RESEARCH METHODS

This research is a correlational type. The population used in this research is PT Capella Dinamika Nusantara Medan employees amounting to 241 people. This research uses purposive sampling technique. The sample size of the study was 150 people. Therefore the sample in the context of this research is the millennial generation of 18 - 38 years old. This sample was taken since the birth span of the millennial generation was 1980- 2000 (Smith & Nichols, 2015). The data analysis model uses multiple regression. The hypothesis tested with F-test and T-test.

IV. RESULTS & DISCUSSION

MultipleRegression Model

Table 1. MultipleRegression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	14.576	4.043	
	Organizational justice	.332	.066	.482
	CSR	.053	.051	.074
	Job satisfaction	.073	.054	.130

$$Y = 14,576 + 0,332 X_1 + 0,053 X_2 + 0,073 X_3$$

Coefficient of Determination

Table 2. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.380	.367	4.925

Table 2 presents the value of the determination coefficient (R-Square) is 0,380. In this case, it explains that the three independent variables can contribute to the dependent variable of 38%. Moreover, 62% is explained by other factors that are excluded from the present research model.

Hypotheses of Test Results

F-Test Results

Table3. Result of F-Test

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2167.513	3	722.504	29.782	.000 ^a
	Residual	3541.881	146	24.259		
	Total	5709.393	149			

Table 3 presents the F_count for organizational justice, corporate social responsibility, and job satisfaction on employee commitment is 29,782 whereas the F_table value is 2.67 at a 95% confidence level or $\alpha = 5\%$, meaning F_count is greater than F_table ($29,782 > 2.67$) and the significance level $0,000 < \text{sig value}$. $\alpha = 0.05$. This proves the proposed hypothesis which means organizational justice variables (X_1), corporate responsibility (X_2), and job satisfaction (X_3) directly demonstrate a positive and significant impact on millennial generation employee commitment at PT Capella Dinamik Nusantara.

T-Test Results

Table 4. Result of T-Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.576	4.043		3.605	.000
	Organizational justice	.332	.066	.482	5.045	.000
	CSR	.053	.051	.074	1.033	.303
	Job satisfaction	.073	.054	.130	1.365	.174
a. Dependent Variable: Commitment						

Table 4 presents the t value of $5,045 > t_{\text{table}} 2,609$ or the significance value $0,000 < 0,005$ on the organizational justice variable. That means partially means that there is a positive and significant influence between organizational justice on the commitment of millennial employee at PT Capella Dinamik Nusantara, then the proposed hypothesis is accepted. The value t_{count} is $1,033 < t_{\text{table}} 2,609$ or significance value $0,303 > 0,005$ on corporate social responsibility variables. That means partial there is insignificant effect between the corporate social responsibility of the millennial generational employee commitment at PT Capella Dinamik Nusantara, the hypothesis proposed is rejected. The t_{count} value is $1,365 < t_{\text{table}} 2,609$ or significance value $0,174 > 0,005$ on job satisfaction variable. That means partial there is insignificant effect between job satisfaction on millennial generational employee commitments at PT Capella Dinamik Nusantara, then the proposed Hypothesis rejected

V. DISCUSSION

The effect of organizational justice on employee commitment.

The results show that there is a positive and significant partial relationship between organizational justice and the commitment of millennial employees at PT Capella Dinamik Nusantara. Organizational justice in awarding rewards related to the project or work they have completed is essential to maintaining employee commitment for this generation as this generation focuses on achievement and popularity. This is attributable to the characteristics of the millennial generation who have high self-esteem, so they need feedback when they are doing a project or finish their work (Barnes, 2009). Organizational justice in providing information is also essential in maintaining employee commitment for this generation because if it does not get a response to what it needs, it can potentially affect the performance of the millennial generation. This generation also paid attention to the superior's treatment of him because the leadership of the millennial generation was built on trust and action. When compared, the x-generation employee commitment can also be affected by its organizational justice but has a different focus than the millennial generation. In assessing organizational justice, generation x takes into account the suitability of the contribution the company gives to the work it has done (Jurkiewicz, 2000). One of the main contributions noted by the generation of x is the equity in the incentive distribution of bonuses and money when the work is excellent. Generation x also observes the procedural justice of the organization in distributing authority when the work is done because the generation of x feels capable of directing itself and wants to prove its ability (Bencsik & Machova, 2016)

The influence of corporate social responsibility on employee commitment.

The results show that there is no significant relationship between corporate social responsibility and millennial employee commitment at PT Capella Dinamik Nusantara. This is due to the millennial generation having an individualist nature that leads to a centrifugal and indifferent ego (Sugembong & Sudarmoyo, 2007). An individualist nature that generates this millennial centric centrifugal ego causes this generation's working environment to focus more on corporate behavior towards themselves. If the corporate social responsibility is performed but not accompanied by fair treatment of the millennial generation, it can lower this generation's commitment to the company. Compared to the millennial generation, x-generation employee commitment can be affected by corporate social responsibility. This is because x generation has a high social sense (Erden, 2013), and is happy to engage in social activities as well as providing time to engage in community activities (Miller & Laspra, 2017). If corporate social responsibility is actively done by a company where x generation, it can safeguard and increase the commitment of x generation employees in the enterprise.

The influence of job satisfaction on employee commitment.

The results show that there is no significant relationship between job satisfaction and the commitment of millennial employees at PT Capella Dinamik Nusantara. This is because millennial generation has an annoying characteristic, impatient, and known to have low loyalty so that millennial employee commitment is not seen from his job satisfaction but is further demonstrated by whether the organization treats this generation fairly or other opportunities that are more attractive to generations millennial outside the company where the current generation is working. The millennial generations also tend to have low satisfaction over their work (Jiang & Yang, 2016). Job satisfaction has no significant relationship with the commitment of millennial generation employees as well because this generation has access to the vast information and the ability to use communication technology so much influence from external information on their decisions that impact on their difficulty in making long-term decisions as well as a commitment to stay in the company. Compared to the millennial generation, job satisfaction has more effect on an organizational commitment for x generation. This is because x

generation has the characteristics of hard worker (Bencsik & Machova, 2016), high loyalty, independence in work (Jurkiewicz, 2000) and want to be given authority (Anantatmula, 2012) so that if the generation x is not satisfied with his job then the employee's commitment this will decrease.

VI. CONCLUSIONS & SUGGESTIONS

Conclusion

Based on the results of the research and discussion, some of the conclusions that can be taken are as follows; In order to make the millennial generation a high employee commitment in work, it is necessary to simultaneously pursue an organization's justice in treating its employees, corporate social responsibility, and maintaining employee satisfaction at PT Capella Dinamik Nusantara. When viewed partially, organizational justice has a positive and significant influence on the commitment of millennial employees at PT Capella Dinamik Nusantara. While corporate social responsibility and job satisfaction have no significant effect on millennial employee commitment at PT Capella Dinamik Nusantara. The millennial generation observes the fairness shown by the company in treating its employees. If a company is fair in distributing rewards, providing feedback and feedback on its work, this generation will maintain its commitment to the company. The millennial generation is not too focused on the social responsibility of the company because of this individual generation character that creates a centrifugal and caring ego. If a company performs social responsibility, it should be coupled with justice in treating its employees. The millennial generation also has little focus on job satisfaction because this generation has the ease and access that is very fast in obtaining information, making it a frequent change in the generation and the difficulty of making long-term commitments. It also makes the millennial generation easy to be bored, impatient, and less loyal to the company.

Suggestions

Based on the results of the research, some suggestions can be presented as follows; PT Capella Dinamik Nusantara needs to increase the organization's justice for the millennial generation because of this generation's assessment of average organizational justice in the medium category. This is necessary to safeguard and enhance the commitment of this generation to the company. To improve the assessment of the organization's equity in this generation can be made by making KPIs for every position in the company so that the performance appraisal process can be done more openly and clearly so that millennial generation employees are convinced that performance appraisal is done with the objective in line with the achievement of its performance. The creation of this KPI can also lead to the formulation of policies on the distribution of benefits, employee facilities, and the provision of career advancement by the KPI's objective evaluation of the objective. Corporate social responsibility needs to be done by involving millennial generators to foster the social sense of this generation. The achievements and results of social responsibility activities that have been done by millennial generations need to be given feedback and responses so that this generation knows that the company values and observes their achievements. PT Capella Dinamik Nusantara needs to increase the satisfaction of millennial generation because this generation assessment on job satisfaction is still in the medium category. Need to be done continuously coaching and counseling activities as well as soft skills and hard skills training so that millennial generation employees gain the ability to solve the obstacles they face and to know what the company expects of their performance. This can enhance the enthusiasm of millennial generation employees in working and assessing the concern of employers over the constraints of work faced by their subordinates. For the further researcher, the research needs to be done to see other factors that affect the commitment of millennial employees at PT Capella Dinamik Nusantara, such as leadership style, organizational climate, and organizational culture.

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