



# Unlocking Organizational Commitment through Individual Traits and Job Satisfaction: A Millennial and Gen Z Perspective in West Borneo

Yulianto <sup>a\*</sup>, Yusron Toto <sup>a</sup>, Udin Saryono <sup>a</sup>  
and Silpanus Dian Sapala <sup>a</sup>

<sup>a</sup> Institut Bisnis dan Ekonomi Indonesia, Indonesia.

## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

## **Article Information**

DOI: 10.9734/AJEBA/2024/v24i61351

## **Open Peer Review History:**

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/116616>

**Original Research Article**

**Received: 02/03/2024**

**Accepted: 06/05/2024**

**Published: 09/05/2024**

## **ABSTRACT**

**Background and Purpose:** This study aims to investigate the combined effects of individual characteristics, job redesign, and transformational leadership on various outcome variables, including job satisfaction, job stress and organizational commitment.

**Methodology:** This research is a descriptive quantitative research with a sample size of 110 millennial and generation Z workers. Data testing was carried out using the PLS-SEM method.

**Findings:** The research results show that individual character variables have a significant effect on job satisfaction, job stress, and organizational commitment. Transformational leadership style is proven to have a significant effect on job satisfaction, job redesign, and organizational commitment, but does not have a significant effect on individual character. Job redesign was found to have a significant effect on job satisfaction, individual character, and job stress. Job satisfaction has a

\*Corresponding author: E-mail: [yulianto.ibeipontianak@gmail.com](mailto:yulianto.ibeipontianak@gmail.com);

significant effect on organizational commitment, but does not have a significant effect on job stress. For the mediation effect, individual character is able to mediate the relationship between job redesign and job satisfaction and job stress, while job satisfaction is only able to mediate the relationship between transformational leadership style and organizational commitment.

**Contributions:** Similar research conducted in developing countries and open in city centers is still very rare, even though the existing phenomena are interesting to study because there will be many differences that can be found both from individuals and even the environment, therefore this research facilitates this so that results can be obtained. this research.

*Keywords: Millennials; generation z; individual character; job redesign; transformational leadership.*

## 1. INTRODUCTION

The Covid-19 pandemic which began in 2019 caused many changes in the world, including in business activities and created new habits, one of which is carrying out work activities from home. These changes meant that most jobs had to be redesigned. At the beginning of the job redesign, there were several adaptation problems. These adaptation problems were of course related to the individual character of millennial and generation Z, which according to Lissitsa & Laor, [1] The characteristics of Generation Z are similar to Generation Y, but Generation Z is able to apply all activities at one time (multi-tasking), which means that these two generations are generations that are relatively easy to adapt to technological changes, so that during the pandemic all work and activities are moved. to the house then these two generations are the ones who should enjoy it the most.

However, as time goes by, the redesigned work does not become a problem because it has become a habit, but the problem now is whether life has returned to normal because the pandemic has been declared over, making workers who previously worked at home have to return to the office. found adaptation problems, despite research [2]. It is said that in general the workers who were the object of research were stated to be quite ready to return to work on a WFO basis, but according to researchers, the readiness of workers to return to WFO (work from office) will encounter obstacles because of the research results. Wirapratama & Dahesihsari, [2] in his research also stated that there are two dimensions that need to be improved, namely the dimensions of appropriateness and personal valance, which means that participants still need to be convinced that important changes are being made now and will have a positive impact on them. To increase and ensure this readiness, of course there must be a leadership role and the

type of leader that is suitable according to researchers is the transformational type because transformational leaders can act as mentors and provide training and motivate by example. Greimel et al., [3] so that when WFO is implemented again, workers remain satisfied with their work. Because job satisfaction is an important thing and so as not to cause stress on the job and as stated in the literature review carried out [4] states that stress originates from individual factors, administrative factors, facilities and infrastructure factors, human resource factors, environmental factors and management factors. Based on this opinion, the researcher found the suitability of the factors that are part of general satisfaction with work; employee relations; remuneration, benefits and organizational culture; and employee loyalty according to Antoncic et al. in [5], Another problem underlying the next problem lies in the research location where this research was conducted in a small province where many district capitals are not district capitals which can be said to be as developed as the central capital. Similar research conducted in developing countries and far from city centers is still very rare, even though the existing phenomena are interesting to study because there are many differences that can be found both from individuals and even from the environment.

And from the phenomena raised in the background, this research will investigate the combined effects of individual character, job redesign, and transformational leadership on various outcome variables, including job satisfaction, job stress and organizational commitment, so that later this research will contribute to the literature. that exist by highlighting the complex relationships and potential interactions between factors, as well as whether global phenomena that occur also have an impact on the location used as research, thereby ultimately providing valuable insights for organizational leaders and managers who want

to optimize employee performance and engagement in the organization.

In this study several variables will be tested including organizational commitment which is defined as the desire of organizational members to maintain their membership in the organization and are willing to fight to achieve organizational goals. Amin, [6], then job redesign is the planning and specification of work tasks and the work environment in which the task must be completed, by redesigning the job according to the work environment in which the work must be completed. Ikon & Ikedinma Kenechukwu, [7] Apart from that, there is also a transformational leadership style, where this leadership style is a new leadership style. The focus of this leadership style is on how the leader can help his followers change for the better. Allozi et al., [8], according to (Bass, 1985) in (Bakker et al., 2022), another variable used in this research is individual characteristics which are defined as the overall attitudes, interests and abilities possessed by individuals that are different from other people. Individual characteristics also include positive affectivity and polychronicity [9], the other variable is the job satisfaction variable which is an evaluation that describes a person's achievement of work goals, work performance, realization, targets and welfare [6]. Job stress is defined as a person's psychological or physiological response to the forces of the work environment that cause bodily and mental tension [10].

Basically, individual character can influence organizational commitment, where individual character can shape employee values, behavior and attitudes. When employees feel in line with organizational values, trust their co-workers and leaders, they are more likely to be committed to the success of the organization. Apart from that, individual character can also influence job satisfaction [11,12]. A person's ability to know his own character will also reduce the chances of acute work stress [13]. Based on this, the following hypothesis is formulated:

- H1: individual character has a significant effect on job satisfaction*
- H2: individual character has a significant effect on work stress*
- H3: individual character has a significant effect on commitment*

Several studies have revealed that the relationship between transformational leadership style and job satisfaction has a significant impact,

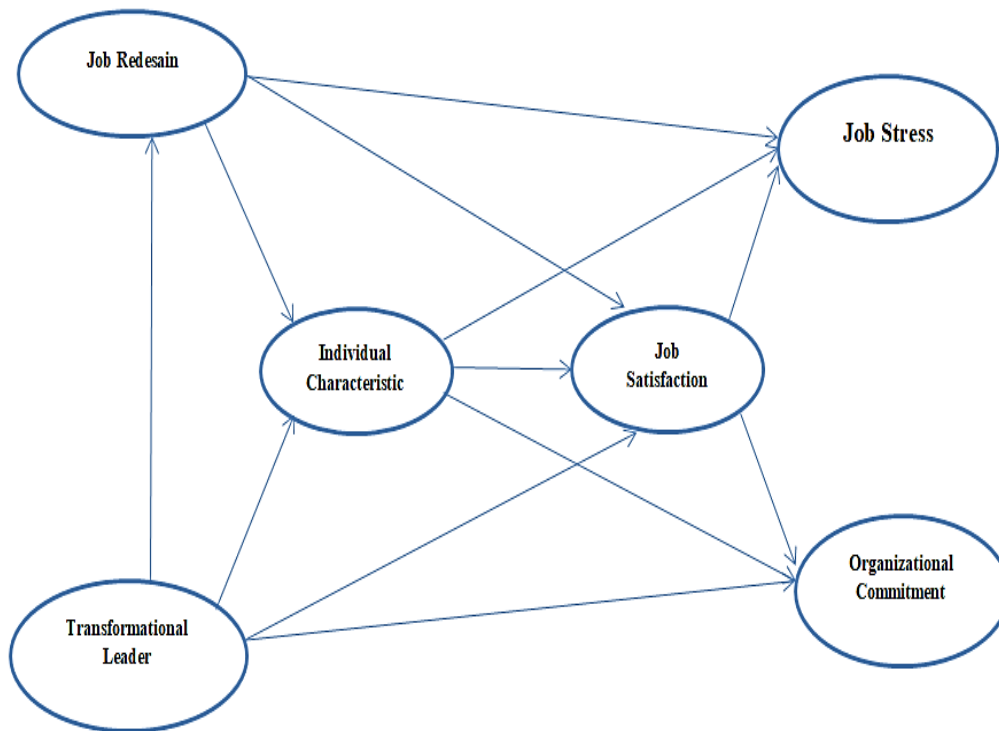
such as the results of several studies conducted by Eliyana & Ma'arif, [14], Atmojo, [15], Asif et al., [16], Lan et al., [17], Duyan & Yildiz, [18], Khan et al., [19]. The results of research by previous researchers show that there is a positive and significant influence regarding the influence of the Transformational leadership style on job satisfaction, apart from the influence on job satisfaction, the leadership style also influences organizational commitment and also job redesign. As the results of research conducted by Eliyana & Ma'arif, [14], Veraya, [20] which states that the Transformational leadership style influences organizational commitment, whereas according to research [21] Transformational leadership style also influences job redesign, besides that leadership style can also influence a person's character [22] so the hypotheses offered include:

- H4: transformational leadership style has a significant effect on job satisfaction.*
- H5: transformational leadership style has a significant effect on job redesign.*
- H6: transformational leadership style has a significant effect on organizational commitment.*
- H7: transformational leadership style influences individual character.*

*This research also tested the effect of job redesign on several other variables based on the results of research conducted by Siengthai & Pila-Ngarm, [5] which states that job redesign is able to influence job satisfaction, apart from job satisfaction, job redesign also has an influence on job stress, in simple terms, if a job is changed, it will result in a change in attitude which shows symptoms of stress, which will previously affect the individual's character first so that the hypothesis proposed in this research are:*

- H8: job redesign has a significant effect on job satisfaction.*
- H9: job redesign has a significant effect on individual character*
- H10: job redesign has a significant effect on work stress*

*In several conditions, based on research results, it is said that job satisfaction can influence work stress, such as literature study research conducted by Friganović et al., [23] Job satisfaction can influence work stress based on the results of research conducted [24,25,26]. Job satisfaction also has a significant influence on organizational commitment so that the hypothesis of this research is:*



**Fig. 1. Conceptual framework**

- H11: job satisfaction has a significant effect on work stress
- H12: job satisfaction has a significant effect on organizational commitment.

Apart from the direct influence, this research will also test the indirect influence on several variables such as the mediating effect of Transformational leadership style and job redesign on the relationship between individual characteristics and job satisfaction, then the mediating effect of job satisfaction on the relationship between Transformational leadership style and job redesign, Transformational leadership style on organizational commitment with the following hypothesis:

- H13: Individual character is able to mediate the relationship between transformational leadership style and organizational commitment
- H14: Individual character is able to mediate the relationship between job redesign and job satisfaction
- H15: Individual character is able to mediate the relationship between transformational leadership style and job satisfaction
- H16: Individual character is able to mediate the relationship between job redesign and job stress

- H17: Job satisfaction is able to mediate the relationship between individual character and job stress
- H18: Job satisfaction is able to mediate the relationship between job redesign and job stress
- H19: Job satisfaction is able to mediate the relationship between individual character and organizational commitment
- H20: Job satisfaction is able to mediate the relationship between transformational leadership style and organizational commitment

**2. MATERIALS AND METHODS**

The method used is descriptive quantitative using primary data and secondary data, sample collection in this study used a random sampling method by distributing online questionnaires for 2 months and 110 respondents were collected, the sample categories were millennial and generation z workers with an age range 28 to 43 years for millennials as many as 80 respondents and 17 to 27 years for generation z as many as 30 respondents who work in the private sector and civil servants with a total of 110 participants, these 110 participants consist of 50 women and 60 men, with status 54 respondents were married, 56 were unmarried and 52

respondents had a working duration ranging from 1 to 5 years, 32 respondents had a working period of 5 to 10 years and the remaining 26 respondents worked for more than 10 years. Data testing in this research will use the SEM-PLS method.

### 3. RESULTS AND DISCUSSION

In descriptive analysis, through the observation and structured interview stages, it can describe the pattern of relationships between variables. In descriptive analysis using statistical tools, all respondents' responses regarding the variables raised have a mean interpretation that is categorized as medium to high. Then, to test the construct measurement model, this research tested the criteria for internal reliability, convergent validity and discriminant validity [27]. Based on the test results of the outer loading value, Cronbach's a, composite reliability (CR)

and average variance extracted (AVE) of all constructs are above 0.7 and 0.5 respectively, as shown in the following table:

Thus, the measurement model construct proposed in this research is declared reliable and valid according to suggestions [27]. To establish discriminant validity, two criteria were applied in this study, namely the heterotrait-monotrait ratio (HTMT) [28] The HTMT value in this study is less than 0.85 (Table 2), so it can confirm the discriminant validity of all the variables given [29].

Based on this table, it can be stated that it meets the requirements of the Fornell and Larcker (1981) technique to confirm discriminant validity. Overall, the measurement model shows adequate convergent validity and discriminant validity.

**Table 1. Measurement model evaluation**

Constructs	Items	Mean	elementary school	loading	Cronbach's a	CR	AVE				
Transformational leadership style	TLS 1	3,364	1,166	0.907	0.977	0.98	0.83				
	TLS 10	3.4	1.23	0.908							
	TLS 2	3,491	1,204	0.923							
	TLS 3	3,491	1,189	0.938							
	TLS 4	3.6	1,215	0.912							
	TLS 5	3,618	1,213	0.888							
	TLS 6	3.6	1.23	0.907							
	TLS 7	3,545	1,173	0.919							
	TLS 8	3,309	1,204	0.903							
	TLS 9	3,309	1,249	0.902							
Job redesign	JR 1	4,109	0.966	0.7	0.886	0.911	0.595				
	JR 2	3,564	1,005	0.801							
	JR 3	3,855	1,052	0.865							
	JR 4	3,436	1,023	0.77							
	JR 5	3,873	1.01	0.844							
	JR 6	3,582	1.09	0.703							
	JR 9	4,073	1,042	0.694							
	Individual character	IC 1	4,255	0.958				0.817	0.942	0.951	0.685
		IC 2	4,236	0.914				0.775			
IC 3		4,327	0.973	0.823							
IC 4		4,527	0.71	0.803							
IC 5		4,418	0.779	0.805							
IC 6		4,491	0.871	0.894							
IC 7		4,382	0.774	0.762							
IC 8		4,164	0.93	0.898							
IC 9		4,345	0.938	0.861							
Commitment organization	CO 1	3.6	1,343	0.85	0.758	0.846	0.581				
	CO 2	3.6	1,138	0.689							
	CO 4	3,909	0.939	0.685							
	CO 6	3,709	1,155	0.81							
Job satisfaction	JS 2	3,709	1.09	0.626	0.843	0.885	0.563				
	JS 3	3,691	1,077	0.764							
	JS 4	3,455	1,277	0.81							
	JS 5	3,545	1,141	0.77							
	JS 6	3.2	1,227	0.778							
	JS 7	3,273	1,286	0.743							
	Job stress	JSt 1	3,182	1.28				0.913	0.822	0.918	0.849
JSt 2		3,127	1,113	0.929							

**Table 2. Heterotrait-monotrait ratio (HTMT)**

	CO	I.C	J.R	JS	JSt	TLS
CO						
I.C	0.713					
J.R	0.730	0.670				
JS	0.723	0.333	0.725			
JSt	0.187	0.223	0.148	0.225		
TLS	0.696	0.402	0.704	0.737	0.226	

**Table 3. Path coefficient and hypothesis testing**

Hypotheses	Relationships	Path coefficients	t-values	p-values	Decision
H 1	IC -> JS	-0.190	2,233	<b>0.026</b>	Supported
H2	IC -> JSt	0.428	4,564	<b>0,000</b>	Supported
H 3	IC -> CO	0.411	6,023	<b>0,000</b>	Supported
H4	TLS -> JS	0.406	3,641	<b>0,000</b>	Supported
H5	TLS -> JR	0.682	10,654	<b>0,000</b>	Supported
H6	TLS -> CO	0.243	2,324	<b>0.020</b>	Supported
H7	TLS -> IC	-0.055	0.621	<b>0.535</b>	Not supported
H8	JR -> JS	0.501	4,663	<b>0,000</b>	Supported
H9	JR -> IC	0.658	8,681	<b>0,000</b>	Supported
H10	JR -> JSt	-0.385	3,011	<b>0.003</b>	Supported
H11	JS -> JSt	0.006	0.054	<b>0.957</b>	Not supported
H12	JS -> CO	0.331	3,346	<b>0.001</b>	Supported
Mediating effect of individual character					
H 13	TLS -> IC -> CO	-0.022	0.617	<b>0.537</b>	Not supported
H 14	JR -> IC -> JS	-0.125	2,176	<b>0.030</b>	Supported
H 15	TLS -> IC -> JS	0.010	0.579	<b>0.563</b>	Not supported
H 16	JR -> IC -> JSt	0.282	3,993	<b>0,000</b>	Supported
Mediating effect of JOB satisfaction					
H 17	IC -> JS -> JSt	-0.001	0.049	<b>0.961</b>	Not supported
H 18	JR -> JS -> JSt	0.003	0.050	<b>0.961</b>	Not supported
H 19	IC -> JS -> CO	-0.063	1,631	<b>0.103</b>	Not supported
H 20	TLS -> JS -> CO	0.134	2,405	<b>0.016</b>	Supported

Next, to test the hypothesis, non-parametric bootstrapping measurements were used with 5,000 replications [27] From the results of 12 direct hypotheses, there were two hypotheses that had a P-value greater than 0.05, namely hypothesis 7 and hypothesis 11 as shown in Table 3:

Meanwhile, for the mediating effect of the individual character variable, there are 3 hypotheses that are not supported, namely hypotheses 13, 15, for another mediating variable, namely job satisfaction, the number that is not supported is much greater, namely 4 hypotheses, including hypotheses 17, 18, 19.

Transformational leadership style and individual character. This finding is different from previous research by Warindra et al., [22] which states that leadership can influence individual character. The cause of this difference may be due to individual characters that have already been formed and are difficult to influence, as explained by Doce et al., [30] that individual

character is formed by the existence of personal agency which gives rise to maturity in behavior so that it is difficult to influence.

Furthermore, other findings reveal that job satisfaction does not have a significant effect on work stress. These results contradict the findings of previous research by Cherif, [25], Gabal & Elhussiney, [26], Manalo et al., [24] which state that job satisfaction can influence work stress levels. The possible cause of this finding is the existence of other factors such as the work environment or workload originating from work or not from work which causes work stress, as expressed by Sohail & Rehman, [31].

Another interesting finding is that there is a significant relationship between job redesign and work stress. This may be caused by the change in working habits from home to the office which causes stress for the millennial and Z generations who like flexibility at work. This argument is supported by research by Hunter [32] which states that the benefits of

implementing flexibility at work can increase creativity and productivity for workers [33].

Finally, it was found that individual character acts as a mediator in the relationship between job redesign and job satisfaction and job stress. However, individual character does not act as a mediator in the relationship between transformational leadership and job satisfaction and job stress. This finding is in line with previous research by Siengthai & Pila-Ngarm [5] and Tims et al. [13] which states that individual character can mediate the relationship between job redesign and job satisfaction and job stress.

#### 4. CONCLUSION

Based on the results of the existing discussion, it can be concluded that several test results obtained insignificant results so that several hypotheses proposed previously were later rejected. Several test results show that the variables tested can indeed influence work dynamics because several things found in the research, such as the relationship between job redesign and work stress levels in millennial and generation Z workers, show quite high values, indicating that the habit of working from home is commonplace. Carried out by these two generations and then having to return to work as before the pandemic, which again had to change the work system, made them feel stressed, because basically these two generations like work with a flexible system because when employees have great control over work schedules (hours, methods, and where their work is located), they may be more motivated and able to work during their most productive hours, this argument is supported by research such as that conducted by Hunter, [32] which states the unexpected benefits of implementing Flexible Work Arrangements, such as increased creativity resulting from improved work-life balance, which not only encourages scientific research, but also other professions to adopt flexible work systems in research [32]. Also explained by the results of a survey conducted by the Vodafone telecommunications group, 75% of companies worldwide have now implemented this policy, and 83% of them reported an increase in productivity. Another finding that researchers can conclude is that differences in areas both in the city center and in places where this research was conducted show that the millennial generation and generation Z generally have the same characteristics as those in the city center.

However, this research also has limitations, namely that this research uses a sample that is quite small so it is not able to reach the entire population, then this research also excludes the number of jobs available at the research location, because the researchers found the possibility that it causes high commitment in the millennial generation and other generations. Z at the research location can be influenced by the number of jobs available, although this needs to be further proven.

#### ACKNOWLEDGEMENTS

A brief acknowledgement section may be given after the conclusion section just before the references. The acknowledgments of people who provided assistance in manuscript preparation, funding for research, etc. should be listed in this section. All sources of funding should be declared as an acknowledgement. Authors should declare the role of funding agency, if any, in the study design, collection, analysis and interpretation of data; in the writing of the manuscript. If the study sponsors had no such involvement, the authors should so state.

Some recommendations that can be given to future researchers are as follows:

1. The number of samples used must be larger, for example conducting research in state-owned companies
2. Add the moderator variable of job availability as a factor that influences organizational commitment.

#### COMPETING INTERESTS

Authors have declared that no competing interests exist.

#### REFERENCES

1. Lissitsa S, Laor T. Baby boomers, generation X and generation Y: Identifying generational differences in effects of personality traits in on-demand radio use. *Technology in Society*. 2021;64:101526.
2. Wirapratama JD, Dahesihsari R. Gambaran kesiapan karyawan untuk kembali bekerja di kantor: Perubahan dari WFH ke WFO. *Jurnal Ilmiah Psikologi Mind Set*. 2022;13(02):101-116.
3. Greimel NS, Kanbach DK, Chelaru M. Virtual teams and transformational leadership: An integrative literature review

- and avenues for further research. *Journal of Innovation & Knowledge*. 2023;8(2):100351.
4. Hilmawati H. Literature review: Pengaruh stres dari kepuasan kerja karyawan pada perusahaan. *Senmabis: Conference Series*; 2022.
  5. Siengthai S, Pila-Ngarm P. The interaction effect of job redesign and job satisfaction on employee performance. *Evidence-based HRM: A global Forum for Empirical Scholarship*; 2016.
  6. Amin MS. Organizational commitment, competence on job satisfaction and lecturer performance: Social learning theory approach. *Golden Ratio of Human Resource Management*. 2022;2(1):40-56.
  7. Ikon MA, Ikedinma Kenechukwu C. Job redesign and organizational commitment in government ministries In Anambra State; 2020.
  8. Allozi A, Alshurideh M, AlHamad A, Al Kurdi B. Impact of transformational leadership on the job satisfaction with the moderating role of organizational commitment: case of UAE and Jordan manufacturing companies. *Academy of Strategic Management Journal*. 2022;21:1-13.
  9. Nurbaya N, Satria A, Sekarwinahyu M. The influence of individual characteristics and leadership styles on the commitment and performance of State Civil Apparatus. *Ekspose: Jurnal Penelitian Hukum dan Pendidikan*. 2022;21(2):1400-1406.
  10. Dodanwala TC, Shrestha P, Santoso DS. Role conflict related job stress among construction professionals: The moderating role of age and organization tenure. *Construction Economics and Building*. 2021;21(4):21-37.
  11. Firmansyah F, Brahmasari IA, Ratih IAB. The effect of individual characteristics, competence on job satisfaction and employee performance of IKM batik in Pamekasan. *International Journal of Innovative Science and Research Technology*. 2020;5(4):1230-1239.
  12. Hanifah H, Sari EJ, Putri ISL, Arifin Z. A The influence of individual characteristics on job satisfaction in health center employees. *Health Media*. 2022;3(2):7-12.
  13. Tims M, Twemlow M, Fong CYM. A state-of-the-art overview of job-crafting research: Current trends and future research directions. *Career Development International*. 2022;27(1):54-78.
  14. Eliyana A, Ma'arif S. Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*. 2019;25(3):144-150.
  15. Atmojo M. The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International Research Journal of Business Studies*. 2015;5(2).
  16. Asif M, Jameel A, Hussain A, Hwang J, Sahito N. Linking transformational leadership with nurse-assessed adverse patient outcomes and the quality of care: Assessing the role of job satisfaction and structural empowerment. *International Journal of Environmental Research and Public Health*. 2019;16(13):2381.
  17. Lan T-S, Chang I-H, Ma T-C, Zhang L-P, Chuang K-C. Influences of transformational leadership, transactional leadership, and patriarchal leadership on job satisfaction of cram school faculty members. *Sustainability*. 2019;11(12):3465.
  18. Duyan M, Yildiz SM. The effect of transformational leadership on job satisfaction: an investigation on academic staffs at faculties of sports sciences in Turkey. *Online Submission*. 2020;7(2):364-373.
  19. Khan SUR, Anjam M, Abu Faiz M, Khan F, Khan H. Probing the effects of transformational leadership on employees' job satisfaction with interaction of organizational learning culture. *Sage Open*. 2020;10(2):2158244020930771.
  20. Veraya S. Headmaster' transformational leadership style, teachers' organizational commitment and job satisfaction. *International Journal of Instruction, Technology, and Social Sciences*. 2020;1(1):39-47.
  21. Yulianto SDS, Udin Saryono. Enhancing job satisfaction: Exploring the mediating role of organizational commitment in the job redesign and transformational leadership (Study of millennial and Z generation workers in West Kalimantan). *Himalayan Economics and Business Management*. 2023;250-256.
  22. Warindra AS, Soelistya D, Desembrianita E. The influence of individual



- characteristics on employee engagement: Leadership style as an intervening variable. *Journal Universitas Muhammadiyah Gresik Engineering, Social Science, and Health International Conference (UMGESHIC)*; 2021.
23. Friganović A, Selič P, Ilić B. Stress and burnout syndrome and their associations with coping and job satisfaction in critical care nurses: A literature review. *Psychiatria Danubina*. 2019;31(suppl. 1):21-31.
  24. Manalo RA, de Castro B, Uy C. The mediating role of job satisfaction on the effect of motivation to organizational commitment and work engagement of private secondary high school teachers in Metro-Manila. *Review of Integrative Business and Economics Research*. 2020; 9:133-159.
  25. Cherif F. The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*. 2020;40(7/8):529-541.
  26. Gabal HAM, Elhussiney DM. Emotional intelligence and its correlation with job satisfaction, performance and organizational commitment among medical staff at faculty of medicine; Ain Shams University, Egypt. *Egyptian Journal of Community Medicine*. 2020;38(2).
  27. Hair JF, Risher JJ, Sarstedt M, Ringle CM. When to use and how to report the results of PLS-SEM. *European Business Review*. 2019;31(1):2-24.
  28. Hair Jr JF, Hult GTM, Ringle CM, Sarstedt M, Danks NP, Ray S, Hair JF, Hult GTM, Ringle CM, Sarstedt M. Evaluation of reflective measurement models. *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. 2021;75-90.
  29. Kline RB. *Principles and practice of structural equation modeling*. Guilford publications; 2023.
  30. Doce T, Dias J, Prada R, Paiva A. Creating individual agents through personality traits. *Intelligent Virtual Agents: 10th International Conference, IVA 2010, Philadelphia, PA, USA, September 20-22, Proceedings*. 2010;10,
  31. Sohail M, Rehman CA. Stress and health at the workplace-A review of the literature. *Journal of Business Studies Quarterly*. 2015;6(3):94.
  32. Hunter P. Remote working in research: An increasing usage of flexible work arrangements can improve productivity and creativity. *EMBO Reports*. 2019;20(1): e47435.
  33. Bakker AB, Hetland J, Olsen OK, Espevik R. Daily transformational leadership: A source of inspiration for follower performance? *European Management Journal*; 2022.

© Copyright (2024): Author(s). The licensee is the journal publisher. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

*Peer-review history:*

*The peer review history for this paper can be accessed here:*  
<https://www.sdiarticle5.com/review-history/116616>