Antecedent Organizational Commitments In Creative Industry In Indonesia

Wiaya Parimita 1, Dedi Purwana 2, Usep Suhud 3
1 Student of Doctoral Program Management, Jakarta State University, Indonesia
2,3 Professor Jakarta State University Indonesia
Corresponding Email: widya_parimita@unj.ac.id

Abstract

This study aims to examine the antecedents of organizational commitment in the creative industries in Indonesia. The study was conducted on the creative industry in Indonesia, with a sample of 200 respondents of millennial creative industry entrepreneurs. Data collection techniques using a questionnaire that was distributed to 200 millennial young entrepreneurs with a purposive side sampling technique. The data analysis technique uses structural equation modeling. The results showed that ethical leadership and psychological capital influence psychological capital and work engagement, internal communication and work meaning affect work engagement and work meaning, ethical leadership, internal communication, psychological capital, work engagement and meaning of work influence organizational commitment.

Keywords: ethical leadership, internal communication, psychological capital, work engagement, meaning of work, organizational commitment.

1. INTRODUCTION

In the past, the economic potential of art and culture has been discovered and has been recognized as a major subject of economic policy. Over time, creativity is identified as the main characteristic of the two elements and considers creativity to have a dominant role in the arts and culture. Therefore, the term "Creative Industry" then commonly becomes a new term that can cover all branches where creativity is an important input factor. Creative industries represent one of the most important areas of the twenty-first-century global economy (Puchta, Schneider, Haigner, Wakolbinger, & Jenewein, 2010).

Since the 1990s, the creative industry has been echoed as one of the fastest-growing industrial sectors and is now seen as the center of success for most developing and developed countries (Mariah & Sugandi, 2016). Creative industries are considered to have become a priority economic sector for governments throughout the world (Hyz & Karamanis, 2016). As a result of these economic changes, the new nature of competition in business is not only based on low costs and prices but is also driven by global quality standards, flexibility, design, ideas and networking. Therefore, the new pattern of competition is characterized by knowledge, skills, attitudes, and competitive advantages based on technology (Hyz & Karamanis, 2016).

According to Rahmi (2018), the creative economy is one of the industries with very potential developments for Indonesia because it provides benefits such as (1) making significant economic contributions, such as increasing GDP, creating jobs, increasing exports; (2) creating a positive business climate, such as the creation of many business fields; (3) building the nation's image and identity; (4) developing an economy based on renewable resources; (5) creating innovation and creativity which are competitive advantages of a nation; and (6) has a positive social impact.

Indonesia has great potential in terms of the economy, both as a market and as a producer. Indonesia has the potential to spur economic growth by optimizing all resources, including its population. The large population must be a mass force for economic growth. One effort that can be maximized is by making the Indonesian population as entrepreneurs, and the creative industry plays an important role in developing entrepreneurship among Indonesians. The role of creative industries...
can improve the global economy. In line with this, the creative industry is considered to be one of the fields capable of creating entrepreneurs (Kurniati & Dwi, 2015).

On the other hand, the top 10 exporters of creative goods in the Asian sphere were obtained by China, Japan, South Korea, Hong Kong, Singapore, Taiwan, India, Vietnam, Thailand, Malaysia, and Indonesia only ranked 11th with an export value of $180.2 billion (UNCTAD, 2015). This happens due to the still weak implementation of Indonesia’s creative industry, especially due to the lack of qualified Human Resources (HR) skills so that it becomes an obstacle in competing in the domestic market (Chandra, 2016). The development of creative products is also still limited to things that are generally already circulating in the market. On the other hand, in 2018 Indonesia has 181 million productive age population aged 15-64 years, almost six times the population of Malaysia. Of all the productive age population, half are the millennial generation born between 1980-2000. They are a unique generation born and growing up amid changing political and socio-economic situations and the development of the internet (Sembiring, 2018). The National Development Planning Agency (Bappenas) said that Indonesia has a large young population of 90 million millennials (aged 20-34 years) (Sembiring, 2018).

The conclusion was obtained from the results of the reflection of the calculation of the population of Indonesia aged between 15 years and 34 years which has reached 34.45% today (Media Indonesia, 2017). The phenomenon of working-age numbers that began to be dominated by the millennial generation, or hereinafter referred to as the generation of superior human resources of productive age, is also supported by the results of research conducted by Price Waterhouse Cooper in 2017, that the percentage of workers globally began to be dominated by the millennial generation and by 2020 will reach 50% (Yildiz, 2018).

The creative industry relies heavily on the creativity and innovation of its business people. In organizations in the creative industries, the process of creativity and innovation in value creation and value addition includes the creation of ideas, research and development, production, and distribution which is facilitated by its workers. Therefore, organizations must be able to create a work culture that can provide opportunities for employees to create (Chen, Wang & Sun, 2012). If an organization provides opportunities for its employees, the level of employee involvement will also increase, and this has implications for increasing employee commitment to the organization (Vakola & Nikolaou, 2005). Successful organizations need employees who will do more than their formal duties and are willing to deliver performance that exceeds expectations, and that requires high employee commitment to the organization. Organizational commitment is an important concern in many studies because it has a significant impact on work behavior. Commitment in the organization will make the worker give the best to the organization where he works.

Some previous research has been conducted to investigate the factors that influence employee organizational commitment. According to the results of the Trofimova (2017) research, conducted on creative industry employees aged 25-50 years, stated that the factors that can affect a person's commitment to his organization are work engagement and psychological capital (Trofimov, Bondar, Trofimova & Miliutina, 2017).

Factors affecting organizational commitment of employees were also examined by Ahmad & Gao, (2018) of 251 employees aged 35 years in Pakistan which resulted that psychological empowerment was partly mediated between ethical leadership and employee work engagement directly impacting an employee's work commitment.

Improving the psychological state of employees directly affects their commitment to the organization. The more positive the increase, the three types of commitment will increase in the same way (Yildiz, 2018). On the other hand, Sabir, Sohail and Khan (2015) describe organizational commitment driven by the existence of leadership style for the successful implementation of business strategies in achieving organizational goals.
2. LITERATURE REVIEW

2.1 Organizational Commitment
Organizational commitment has emerged as a promising field of research with the study of industrial or organizational psychology in recent times. Previous researchers believe that organizational commitment reflects one side of the reciprocal relationship between employers and employees and therefore each party must play its role (Adebayo, 2006; Aug 2015; Brown, 2003).

Organizational commitment is the level that describes the circumstances and the desire to survive, which contains an attitude of loyalty and willingness of employees to work optimally Brown (2003). While other opinions expressed by LiLin and Shiqian (2018) organizational commitment is an emotional attachment, identification and involvement of individuals with the organization and the desire to remain a member of the organization. Other experts also define commitment, where organizational commitment is defined as the level of employee identification and involvement in the organization (Trofimov, 2017; LiLin & Shiqian, 2018). From some of the above understanding, it can be said the organizational commitment is an attitude where the individual can identify himself against the goals and expectations of the organization where he works and try to maintain membership in the organization to realize the goals of the organization.

Individuals with high organizational commitment will choose to remain in the organization, not because they feel obliged to do so, but because they have a desire to stay and survive in an organization. Individuals who have a strong commitment to the organization will be loyal and will significantly increase their productivity (Shamaa, 2015; Deepa, 2014). Meyer and Allen (1991) explain that there are three dimensions of organizational commitment, namely affective, continuation and normative. Affective commitment can be seen as the first domain, which includes the strength of one's identification and participation in the organization. Continuation commitment is based on the extent to which the person feels the cost of leaving the organization is greater than staying, or just that the person remains committed because that is their only choice.

2.2 Ethical Leadership
The ethical behavior of leaders in organizations is defined as "demonstration of normative appropriate behavior through personal actions and interpersonal relationships, and promotion of these behaviors to followers through two-way communication, reinforcement, and decision making" (Ahmad & Gao, 2018). Leaders who can behave ethically are moral individuals and moral managers simultaneously.

Brown and Moshavi (2005) define the ethical behavior of leaders as a demonstration of behavior that is normatively appropriate through personal actions and interpersonal relationships, as well as the promotion of these behaviors to followers through two-way communication, reinforcement, and decision making. The ethical behavior of leaders is characterized by the demonstration of leaders in ethical behavior and refers to the use of the social exchange. Kerr, Garvin, Heaton and Boyle (2006) form role models and reward and punish them to promote ethical behavior in themselves. Treviño, Hartman and Brown (2000) state that the ethical behavior of leaders is related to transparency, involves employees in decision making and provides clarity about ethical standards and expectations to followers. Ethical behavior by leaders will make employees know what is expected of their leaders in terms of performance objectives and responsibilities and to feel more involved (Kalshoven, Den Hartog, & De Hoogh, 2011).

The ethical behavior of leaders is a high level of integrity in which leaders must give fair treatment and attention to employees such as showing genuine concern for followers and meeting their needs (Brown & Moshavi, 2005; Treviño et al., 2000). Overall, when followers understand how the leader's ethical behavior will help the employee get greater welfare and have an impact on reducing stress and fatigue (Den Hartog & Boon, 2018).
2.3 Internal Communication

Internal communication is often considered a synonym for intra-organizational communication, and quite often is equated with employee communication (Verčič, Verčič & Sriramesh, 2012). Internal communication is important, perhaps even the most important factor in organizations (Hayase, 2009). Internal communication is within the context of organizational, relational and informational intentionally producing messages, which acceptance and interpretation can follow. With this, the relationship between the sender and receiver can be broken (Hayase, 2009).

Employee communication skills are skills in conveying messages to others to tell and change attitudes, opinions or behavior as a whole both directly orally and indirectly. This is following the opinion of Marchalina and Ahmad, (2017) communication ability is the level of skill to deliver messages by someone to others to tell and change attitudes, opinions or overall behavior both directly orally and indirectly.

Communication can be an effective tool to motivate employees to be involved in positive change (Bakker-Pieper & Oostenveld, 2010). Through good communication, members of the organization are expected to be able to achieve individual and organizational goals, respond and implement organizational changes, coordinate organizational activities and play a role in almost all relevant organizational actions. Communication can be an effective tool to motivate employees to be involved in positive change (de Vries, Bakker-Pieper & Oostenveld, 2010). Through good communication, members of the organization are expected to be able to achieve individual and organizational goals, respond and implement organizational changes, coordinate organizational activities and play a role in almost all relevant organizational actions. If you already know the dynamics of communication, the communicator will be able to read accurately what is happening. At the same time, the communicator will be able to adjust his messages by using the communication network to get the best. Opinions of Grunig, et al. (2002) defines internal communication as one of the most important contributors to organizational effectiveness because it helps organizations determine their goals, values and initial constituencies.

2.4 Psychological Capital/PsyCap

This research in the field of positive psychology has made Luthans and friends who work in the field of organizational behavior and the field of organizational psychology think how this positive perspective will be applied to organizations (Luthans & Norman, 2007). Thus, positive psychology brings an approach called "positive organizational behavior" which aims to improve employee performance at work by focusing on employee strengths rather than exposing their weaknesses and measuring, developing and managing psychological elements beyond these strengths (Çubuk & Uslu, 2014).

Based on the above understanding, it can be said that psychological capital is everything that comes from within oneself to act. All things that have been obtained, then all returned to themselves to continue working in an organization. Although the term "psychological capital" has been briefly mentioned in various works on economics, investment, and sociology, we use the positive psychology movement that appears for our definition. Positive organizational behavior is defined as "the study and application of positive human resource strengths and psychological capacities that can be measured, developed, and managed effectively for improving performance in the current workplace" (Gooty et al., 2009). Newman, Ucbasaran, Zhu and Hirst (2014) subsequently said psychological capital was conceptualized as the core of building better traits related to the criteria of individual’s inner and outer effects from individual components namely efficacy, optimism, hope and resilience (Gooty et al., 2009)

Psychological capital is defined as, "the state of a person's positive psychological development and is characterized by (1) having the confidence (self-efficacy) to take and make the effort needed to succeed in challenging tasks; (2) make a positive attribution (optimism) about success now and in the
future; (3) stick to the goal and, if necessary, direct the path to the goal (hope) for success; and (4) when plagued by problems and difficulties, sustain and rise again and even surpass (resilience) to achieve success "(Luthans et al., 2007a).

2.5 Work Engagement

Work engagement is people who involve themselves in the best interests of the organization, and this is related to meaningfulness, security and availability then work engagement is a construct that captures variation between individuals and the amount of energy and dedication they give to their work (Abu-Shamaa et al., 2015). Work engagement can also be defined as the involvement, satisfaction, and enthusiasm of individuals to work (Gilson & Harter, 2004).

Besides, Bakker (2017) also defines work engagement as a mental state in which someone who does work activities is completely submerged in the activity, I felt full of energy and enthusiasm about the work. In line with Bakker and Albrecht (2018) also believes work engagement is different from job satisfaction because it combines high job satisfaction (dedication) with high activity (enthusiasm, absorption); Job satisfaction is usually a more passive form of employee welfare.

Hoole and Bonnema (2015) suggested this definition clarifies the concept of involvement as a manifestation of 'being present at work'. 'Present at work' requires certain mental conditions. To be engaged, an individual must think, feel and act on their work. According to Schaufeli, Bakker and Salanova (2006) engagement can be defined as: "positive, fulfilling, work-related mind conditions that are characterized by passion, dedication and absorption". Engagement can also be seen as a state of mind, and not focused on certain objects, events, individuals, or behaviors (Trofimova & Miliutina 2017).

Agu (2015) stated that there is a dimension of work engagement from employees who involved are people who are fully involved in, and enthusiastic about their work, and as such will act in a way that increases the interests of their organization. Besides, Schaufeli and Bakker (2004) argue that the dimensions of work engagement utilize members of the organization themselves for their work roles; in engagement, people work and express themselves physically, cognitively, emotionally and mentally.

2.6 Meaning of Work

In integrating historical views about the meaning of work, Beukes and Botha (2013) define the meaning of work as: 'the level of general interest experienced by subjective experiences of working in an individual's life, at certain times, these subjective experiences can be classified into three main categories: experience the individual works as a job, career or vocation. Looking at work as a calling implies a feeling that someone is placed on earth to be involved in specific tasks related to this work (Hoole & Bonnema, 2015).

Meaningful work is defined by Jung and Yoon, (2016); Rosso, Dekas and Wrzesniewski (2010); Steger, Dik, and Duffy (2012) as the importance of work for people (meaning); both have significance and positivity in valence (meaningfulness). Furthermore, defining meaningful work is the degree to which employees experience work as work that is generally meaningful, valuable, and valuable. Psychological meaningfulness is defined as 'the value of goals or work goals, valued concerning individual ideals or standards (May et al., 2004). Meaningful work originates as a concept of philosophical principles related to the meaning of life, as a sense of purpose in the overall existence of a person which creates a sense of harmony and completeness (Hoole & Bonnema, 2015).

Cheney et al., (2017). argues that work becomes very meaningful when individuals perceive it as a calling with clear work values, practices, and community contributions and when work reflects one's identity. These studies show that meaningful work needs to be understood about inward-focused characteristics that affect workers' experiences and outside-focused qualities that affect the social consequences of the work.
3. RESEARCH METHOD

3.1 Research Design

The design of this study is causality research which aims to test hypotheses about the influence of exogenous variables (ethical behavior of leaders and internal communication) on endogenous variables (psychological capital, work engagement, the meaning of work) and organizational commitment in the creative industry sector in Indonesia.

3.2 Population dan Sample

The population is a generalization area that consists of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sekaran & Bougie, 2010). The population in this study are 200 people working in the creative industry sector.

The sampling model used in this study was purposive sampling. The reason for using purposive sampling is that it is expected that the sample to be taken meets the criteria following the research to be conducted. The sample criteria in this study are creative industry workers whose age is vulnerable to entering the millennial generation phase, namely the age of 20-34 years.

3.3 Data Analysis Techniques

The purpose of the data analysis method is to interpret and draw conclusions from the amount of data collected. This study uses SPSS software version 24 and Structural Equation Model (SEM) to process and analyze research data.

4. RESULTS AND DISCUSSION

Based on the results of the test the feasibility of the model shows that overall the testing criteria are in a good category or meet the required assessment criteria. In the Chi-Square test, a model will be considered good if the results show a calculated Chi-Square value smaller than the Chi-Square table value. The more Chi-Square the smaller the value of the Chi-Square table shows that the better the model means there is no difference between the estimated population and the sample being tested. This research model shows that the calculated Chi-Square value is 165.445, while the critical value / Chi-Square table with df = 158 is 165.445. Because the Chi-Square value calculated in this study is smaller than the critical value, it means that this research model is not different from the estimated population / the model is good.

Figure 1. Research Results
4.1 Hypothesis Testing and Discussion

The eleventh hypothesis testing proposed in this study was conducted by analyzing the value of the Critical Ratio (CR) and the probability of a causal relationship.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>MP &lt;--- PE</td>
<td>0.45</td>
<td>0.042</td>
<td>10.827</td>
<td>***</td>
</tr>
<tr>
<td>MK &lt;--- KI</td>
<td>1.1</td>
<td>0.104</td>
<td>10.599</td>
<td>***</td>
</tr>
<tr>
<td>KK &lt;--- PE</td>
<td>0.333</td>
<td>0.116</td>
<td>2.872</td>
<td>0.004</td>
</tr>
<tr>
<td>KK &lt;--- KI</td>
<td>0.384</td>
<td>0.145</td>
<td>2.648</td>
<td>0.008</td>
</tr>
<tr>
<td>KK &lt;--- MP</td>
<td>0.423</td>
<td>0.144</td>
<td>2.939</td>
<td>0.003</td>
</tr>
<tr>
<td>KK &lt;--- MK</td>
<td>0.232</td>
<td>0.066</td>
<td>3.495</td>
<td>***</td>
</tr>
<tr>
<td>KO &lt;--- KK</td>
<td>0.204</td>
<td>0.044</td>
<td>4.585</td>
<td>***</td>
</tr>
<tr>
<td>KO &lt;--- MP</td>
<td>0.286</td>
<td>0.08</td>
<td>3.559</td>
<td>***</td>
</tr>
<tr>
<td>KO &lt;--- MK</td>
<td>0.129</td>
<td>0.037</td>
<td>3.47</td>
<td>***</td>
</tr>
<tr>
<td>KO &lt;--- PE</td>
<td>0.42</td>
<td>0.068</td>
<td>6.205</td>
<td>***</td>
</tr>
<tr>
<td>KO &lt;--- KI</td>
<td>0.185</td>
<td>0.08</td>
<td>2.322</td>
<td>0.02</td>
</tr>
</tbody>
</table>

Source: Primary data processed, 2020

Based on Table 1, which is presented, hypothesis testing can be explained as follows:

a. Hypothesis Testing 1

H1: Ethical leadership has a positive and significant effect on psychological capital.

The estimation parameter for testing the influence of the leader's ethical behavior on psychological capital shows a CR value of 10.827 with a probability of 0.000. Therefore the probability value <0.05, it can be concluded that the ethical behavior of the leader is proven to be positively and significantly influential on psychological capital. The results showed hypothesis 1 was tested. This research is in line with the results of research conducted by Babcock-Roberson & Strickland (2010), Ahmad & Gao (2018), Hartog & Belschak (2012).

b. Hypothesis Testing 2

H2: Ethical leadership has a positive and significant effect on work engagement.

The estimated parameter for testing the influence of the leader's ethical behavior on work engagement shows a CR value of 2.872 with a probability of 0.004. Because of the probability value <0.05, it can be concluded that the ethical behavior of the leader is proven to be positively and significantly influential on work engagement. The results showed hypothesis 2 was tested. This research is in line with the results of research conducted by Babcock-Roberson & Strickland (2010), Ahmad & Gao (2018), Hartog & Belschak (2012).

c. Hypothesis Testing 3

H3 : Internal communication has a positive and significant effect on work engagement.

The estimated parameter for testing the effect of internal communication on work engagement shows a CR value of 2.648 with a probability of 0.008. Therefore the probability value <0.05, it can be concluded that the internal communication variable is proven to be positively and significantly influential on work engagement. The results of the research prove that hypothesis 3 is tested. The results of this study are in line with the results of research conducted by Karanges et al. (2014), Walden et al. (2017), Hayase (2009).
d. Hypothesis Testing 4
   H4: Internal communication has a positive and significant effect on the meaning of work.
   The estimated parameter for testing the effect of internal communication on the meaning of work shows a CR value of 10.599 with a probability of 0.000. Therefore, the probability value < 0.05, it can be concluded that the internal communication variable has a positive and significant effect on the meaning of work. The results of the research prove that hypothesis 4 is tested. The results of this study are in line with the results of research conducted by Cheney, Zorn, Planalp, & Lair (2016).

e. Hypothesis Testing 5
   H5: Psychological capital has a positive and significant effect on work engagement.
   Estimation parameters for testing the influence of psychological capital have a positive and significant effect on work engagement showing a CR value of 2.939 with a probability of 0.003. Therefore, the probability value < 0.05, it can be concluded that the psychological capital variable has a positive and significant effect on worker involvement. The results of the research prove that hypothesis 5 is tested. The results of this study are in line with research conducted by Paek, Schuckert, Kim, & Lee (2015), Simons & Buitendach (2013) et al.

f. Hypothesis Testing 6
   H6: Meaning of work has a positive and significant effect on work engagement.
   The estimation parameter for testing the effect of meaning of work on work engagement shows a CR value of 3.495 with a probability of 0.000. Therefore, the probability value < 0.05, it can be concluded that the variable meaning of work is proven to be positively and significantly influence work engagement. The results of the research prove that hypothesis 6 is tested. The results of this study are in line with research conducted by Hoole & Bonnema (2015), Beukes & Botha (2013).

g. Hypothesis Testing 7
   H7: Psychological capital has a positive and significant effect on organizational commitment.
   The estimated parameter for testing the effect of psychological capital on organizational commitment shows a CR value of 3.559 with a probability of 0.000. Therefore, the probability value < 0.05, it can be concluded that the psychological capital variable is proven to be positively and significantly influential on organizational commitment. The results of the research prove that hypothesis 7 is tested. The results of this study are in line with research conducted by Shahnawaz & Hassan (2009), Simons & Buitendach (2013), Albashiti (2017).

h. Hypothesis Testing 8
   H8: Work Engagement has a positive and significant effect on organizational commitment.
   The estimated parameter for testing the effect of work engagement on organizational commitment shows a CR value of 4.585 with a probability of 0.000. Therefore, the probability value < 0.05, it can be concluded that the work engagement variable has a positive and significant effect on organizational commitment. The results of the research prove that hypothesis 8 is tested. The results of this study are in line with research conducted by Chalofsky & Krishna (2009), Beukes & Botha (2013).

i. Hypothesis Testing 9
   H9: Meaning of work has a positive and significant effect on organizational commitment.
   Estimation parameters for testing the influence of the meaning of work have a positive and significant effect on organizational commitment (shows a CR value of 3.470 with a probability of 0.000). Because of the probability value < 0.05, it can be concluded that the variable meaning of work has a positive and significant effect on organizational commitment. Results The research shows tested
hypothesis 9. The results of this study are in line with research conducted by Shahnawaz & Hassan (2009), Simons & Buitendach (2013), Albashiti (2017).

j. Hypothesis Testing 10

H10: Ethical leadership has a positive and significant effect on organizational commitment.

The estimation parameter for testing the influence of the leader's ethical behavior influencing organizational commitment shows a CR value of 6.205 with a probability of 0.000. Because of the probability value <0.05, it can be concluded that the ethical behavior of the leader has a positive and significant effect on organizational commitment. The results of the research prove that hypothesis 10 is tested. The results of this study are in line with research conducted by Paek et al. (2015), (Dedeoğlu, İnanir, & Çelik, 2015), (Albashiti, 2017).

k. Hypothesis Testing 11

H11: Internal communication has a positive and significant effect on organizational commitment.

The estimated parameter for testing the effect of internal communication on organizational commitment shows a CR value of 2.322 with a probability of 0.020. Therefore the probability value <0.05, it can be concluded that the internal communication variable is proven to be positively and significantly influential on organizational commitment. The results of the research prove that hypothesis 11 is tested. The results of this study are in line with research conducted by Hayase (2009).

5. CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

5.1 Conclusions

Based on the results of research on the antecedents of organizational commitment in the creative industries in Indonesia, as follows:

a. Indicators of an ethic of care, ethic of justice, and ethic of critique as indicators of ethical behavior variables. The Ethic of justice provides the largest contribution to measuring the ethical behavior variable. The results showed that the ethic of justice indicator is the best reflection of the ethical behavior variable.

b. Indicators of climate communication, quality of information, opportunities, and to communicate to upper management as a measure of internal communication variables. Indicators that contribute to work engagement are dedication. The results showed that the dedication indicator is the best reflection of the work engagement variable.

c. Indicators vigor, dedication, and absorptions as a measure of psychological capital variables. Indicators that contribute to psychological capital are resilience. The results showed that the resilience indicator was the best reflection of psychological capital variables.

d. Indicators of positive meaning, meaning-making through work, greater good motivation as a measure of work engagement variables. Dedication indicators that contribute greatly to the formation of work engagement. The results showed that the dedication indicator is the best reflection of the work engagement variable.

e. Variable work meaning is formed by positive meaning indicators, meaning-making through work, greater good motivation. Indicator meaning-making through work dominates more as a measure of work meaning variables compared to other indicators. The results showed that the meaning of making through work indicator is the best reflection of the work meaning variable.

f. The organizational commitment variable is formed by affective, continuation, and normative indicators. Indicators that contribute to organizational commitment are a continuation. The results showed that the continuation indicator is the best reflection for organizational commitment variables.
5.2 Implications

The theoretical benefit of this research is that it can contribute knowledge about the antecedent role of employee organizational commitment in the creative industry in Indonesia. The results of this study are expected to be reading material and information in the development of science, especially in the field of human resource management and in particular the development of theories about organizational commitment. This research is also expected to be used as a reference for subsequent research on the process of influencing several variables of ethical behavior, internal communication, psychological capital, work engagement, the meaning of work and organizational commitment.

This research is expected to be able to add references and information for practitioners in implementation in the field by referring to the results of this study. Also, the results of this study are expected to provide benefits and be used as a reference or input by the millennial generation of creative industries in Indonesia.

5.3 Recommendations

Based on the results of research on the antecedents of organizational commitment in the creative industries in Indonesia, as follows:

a. Need to be a consideration for the millennial generation of creative industries in Indonesia in Indonesia through various continuous improvements, especially those relating to the ethic of critique indicators that give the lowest value to the formation of ethical behavior by providing leadership decisions in conflict resolution based on the legal and legal framework using Leaders try to challenge injustice and resolve conflicts based on greater social justice. The company should explain to employees related to the goals and functions of the work to be carried out by employees so that employees can be more focused when working so they can see the good side of the work done.

b. Need to be a consideration for the millennial generation of creative industries in Indonesia in Indonesia, through various continuous improvements, especially those related to indicators to communicate to upper management which provide the lowest value on the formation of internal communication by making a difference in daily decisions that affect work and believe the views of workers have a big influence on the organization, being open and all decisions are made together. The company can make communication as important in working to evaluate every job that is wrong so that every work process that occurs in the company can run effectively and not repeat the mistakes that have occurred before.

c. Need to be a consideration for the millennial generation of creative industries in Indonesia in Indonesia, through various continuous improvements, especially those related to resilience indicators that give the lowest value to the formation of psychological capital by usually addressing stress in the workplace calmly when experiencing a setback at work, do an outing or gathering with workers. Companies can optimize employees following the potential possessed by employees.

d. Need to be a consideration for the millennial generation of creative industries in Indonesia in Indonesia, through various continuous improvements, especially those related to vigor indicators that give the lowest value to the formation of work engagement by doing work enthusiastically and intensely so that when working, forget everything in around them, all are given bonuses and incentives for workers who do good and timely work.

e. Need to be a consideration for the millennial generation of creative industries in Indonesia in Indonesia through various continuous improvements, especially those relating to the greater good motivation indicator that gives the lowest value to the formation of work meaning, by doing work does not make a difference for themselves and know the work has bigger goals and make a big difference in workers have a sense of belonging to the work. The company can provide employees with job training regularly to prepare employees to face the growing world of work so that
employees are no less competitive with career company employees to make developments in employees.

f. Need to be a consideration for the millennial generation of creative industries in Indonesia in Indonesia through various continuous improvements, especially those related to normative indicators that give the lowest value to the formation of organizational commitment, by feeling uncomfortable when getting better jobs elsewhere because of moral obligations. in the organization to have loyalty to the organization and spend time in this organization. Creative industry leaders give rewards to loyal workers. Companies can optimize employees following the potential possessed by employees. Companies should provide equal opportunities for employees to be able to support future careers following the desires of employees because if employees no longer want to be involved in the company then their commitment will be reduced when carrying out work.

References


