

# **An Interplay between Employee Psychological Capital, Organizational Fit, and Work Well-Being on Organizational Commitment: An Empirical Study on E-Commerce Industry in Indonesia**

**Rizal Nangoy and Mohammad Hamsal**

Doctor of Research in Management

Binus University

Jakarta, 10270, Indonesia

[rizalmmgd@gmail.com](mailto:rizalmmgd@gmail.com), [mhamsal@binus.edu](mailto:mhamsal@binus.edu)

## **Abstract**

The joining of millennial generation with their different characteristics and values in the workforce has brought new challenges to strategic human capital management. However, research related to employee well-being and organizational commitment of millennial generation is still difficult to find in Indonesia. This study aims to investigate the role of psychological capital and organizational fit to employee well-being and organizational commitment of millennial employees in e-commerce industry in Indonesia. Data were collected through a survey of 288 millennial employees who work in e-commerce industry in Jakarta, Indonesia. By using structural equation modelling, we found that employee well-being and organizational commitment are positively associated with both psychological capital and organizational fit, while employee well-being also mediates the relationship between psychological capital and organizational fit toward organizational commitment. The results contribute to better understanding of attitude of millennial generation in general and specifically to the predictors of employee well-being and commitment at work, especially in e-commerce industry. Furthermore, this research also provides both theoretical and managerial implications explaining the contribution of human factors in e-commerce industry as well as limitations of this study and direction for future research.

## **Keywords**

Business Management, E-Commerce, Human Factors, Millennial Generation, Organizational Commitment.

## **Biographies**

**Rizal Nangoy** is a student in Doctor of Research in Management, Binus University, Jakarta. He earned Bachelor of Engineering from Metallurgical Department, Faculty of Engineering, University of Indonesia, Master of Management from PPM School of Management, Master of Science in Psychology from Tarumanagara University. Mr. Rizal has more than 18 years working experience and currently as CEO of a national leading company in Jakarta. He also active as part time lecturer at PPM School of Management taught course strategic management, ethical leadership, and system dynamics. He has strong interest in strategic management, supply chain management, organizational behavior, as well as industrial and organizational psychology.

**Mohammad Hamsal** is a senior lecturer at Doctor of Research in Management, Binus University, Jakarta.

Dr. Hamsal holds a Bachelor of Engineering from Bandung Institute of Technology, Master of Engineering in Systems Engineering (MSE) and Master of Engineering in Quality Management (MQM) from RMIT University, Master of Business Administration (MBA) from Victoria University, and Doctor in Strategic Management from Faculty of Economy and Business, University of Indonesia, with predicate Cum Laude. Dr. Hamsal has more than 20 years working experience in telecommunication, automotive, and banking industries. Nowadays, Dr. Hamsal work as independent consultant with expertise in strategic management, business models, and organizational transformation.