



The Effect Of Information Flow, Information Adequacy And Interaction Supportiveness On Organizational Commitment With Job Engagement As An Intervening

Fikri Budi Berliawan ¹⁾; Nursaid ²⁾; Riyanto Setiawan ³⁾; Budi Santoso ⁴⁾

¹²³⁴⁾Universitas Muhammadiyah Jember

Email: ¹⁾fikriberliawan@gmail.com ;²⁾nursaid@unmuhjember.ac.id

³⁾riyantosetiawan@unmuhjember.ac.id ;⁴⁾budisantoso@unmuhjember.ac.id

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ABSTRACT

This study aims to explore how information flow, information adequacy, interaction supportiveness, and job engagement impact organizational commitment. A descriptive and verificative approach was employed to examine the relationship between information flow, information adequacy, and interaction supportiveness on organizational commitment, with job engagement as the intervening variable. Data were collected through questionnaires, observations, and literature reviews involving a sample of 250 employees selected using accidental sampling. Hypothesis testing was conducted using path analysis with the assistance of SmartPLS software. The results show that information adequacy and job engagement have a direct influence on organizational commitment among Generation Y employees in the Surabaya–Sidoarjo area, while information flow and interaction supportiveness do not have a direct effect. However, the three variables (information flow, information adequacy, and interaction supportiveness) were found to significantly affect job engagement. Furthermore, job engagement was proven to mediate the effect of information flow, information adequacy, and interaction supportiveness on organizational commitment.

INTRODUCTION

Changes in the dynamics of the workplace in the digital age have presented new challenges for organizations in maintaining employee commitment, particularly among Generation Y (Millennials), who are known to have distinct characteristics in terms of work expectations, flexibility, and emotional involvement in the organization. According to the 2017 National Socio-Economic Survey, millennials accounted for 88 million persons, or around 33.75% of Indonesia's overall population (Indra et al., 2020). According to Central Statistics Agency figures for 2020, there were 10,028,010 residents in the millennial age bracket in East Java,

making it the second greatest number of millennials behind West Java. Surabaya and Sidoarjo, East Java, are sites of industrial and economic expansion, therefore the phenomena of excessive job mobility among Generation Y is a severe worry for human resource management.

One of the most difficult aspects of managing Generation Y personnel is developing and sustaining their organizational commitment. Organizational commitment is a psychological attitude that indicates an individual's affiliation, involvement, and loyalty to the organization for which he or she works (Bokhari et al., 2024). Organizational commitment influences employee retention, productivity, and the company's long-term performance. According to Adiawaty's (2021) research, generation Y employees' organizational loyalty is strongly influenced by their work values and job happiness. Other aspects assumed to play an essential role in molding this commitment include information flow, information sufficiency, and interaction supportiveness (Ma, 2022; Walden et al., 2017).

According to a study conducted by Walden et al. (2017), information flow has a major impact on organizational commitment. However, a study by (D. N. Putri, 2023) demonstrates that, even if information flows well, it does not always have a direct impact on organizational commitment if it is not accompanied by emotional participation in the workplace. According to a study conducted by Ma (2022), information adequacy has a substantial impact on organizational commitment. In contrary to the results of a study conducted by (Sharon & Meilani, 2023), information adequacy does not have a substantial effect on organizational commitment if it is not relevant and not presented adequately. According to a study conducted by Mu'azaroh et al. (2021), interaction supportiveness has a considerable impact on organizational commitment. However, (Sharon & Meilani, 2023) discovered that interaction support alone is insufficient to influence commitment if other elements such as career advancement and salary are not included. According to study (Walden et al., 2017), work engagement can act as a mediator between communication and organizational commitment, creating both direct and indirect influences. However, research by (Hafiz & Indrayanti, 2022) demonstrates that work engagement does not operate as a mediator, but rather as an independent variable that has a direct impact on organizational commitment.

Based on the identified research gaps and problems, this study makes a unique theoretical and practical contribution to understanding the dynamics of the complex relationship between information flow, information adequacy, interaction supportiveness toward organizational commitment, and job engagement as an intervening variable in generation Y employees in Surabaya-Sidoarjo, East Java. The key difference of this study is the effort to integrate prior variables that have yielded inconsistent results in numerous studies, in order to present a new viewpoint on the elements that influence organizational commitment. In addition, using job engagement characteristics as intervening variables is a novel approach. According to the description above, the researcher is interested in conducting a study entitled "The Effect of Information Flow, Information Adequacy, and Interaction Supportiveness on Organizational Commitment with Job Engagement as an Intervening Variable in Generation Y Employees in Surabaya-Sidoarjo, East Java".

LITERATURE REVIEW

This study investigates the relationship between information flow, information adequacy, and interaction supportiveness to organizational commitment, using job engagement as an intervening variable. This paper cites various previous studies that support and refute the relationship between the factors.

Information Flow and Organizational Commitment

Ma's (2022) research shows that information flow and feedback have a substantial impact on organizational commitment and instructor engagement. Furthermore, Walden et al. (2017) found that information flow contributes significantly to organizational commitment.

Information Adequacy and Organizational Commitment

According to Ma's research (2022), information adequacy has a considerable impact on organizational commitment but no effect on lecturer involvement. According to Mu'azaroh et al. (2021), information adequacy promotes organizational commitment.

Interaction Supportiveness and Organizational Commitment

Mu'azaroh et al. (2021) found that interaction supportiveness had a beneficial impact on organizational commitment. Supportive relationships inside a business can increase the bond between employees and the organization (Ma, 2022).

Job Engagement and Organizational Commitment

According to Arcadio et al. (2023), there is a considerable association between job engagement and organizational commitment. According to Mu'azaroh et al. (2021), work engagement promotes organizational commitment. Walden et al. (2017) found that job engagement mediates the association between employee communication and organizational commitment. According to Abdulaziz et al.'s (2022) findings, job engagement partially mediates the association between work-life balance and teacher organizational commitment. However, the moderating effect of perceived organizational support was not statistically significant. Jiatong et al. (2022) found that employee engagement mediates the association between transformational leadership, affective organizational commitment, and employee performance. According to research by Jung et al. (2021), decreasing involvement has a good link with organizational commitment.

Intervening Variable: Job Engagement

The study also examines job engagement as a mediator. This study also emphasizes the importance of job engagement as a mediator. The study's findings show that job engagement can modulate the effect of information flow, information adequacy, and interaction supportiveness on organizational commitment. Walden et al. (2017) agree, noting that job engagement mediates the association between employee communication and organizational commitment.

METHODS

The approach utilized in this study is quantitative. This study's research approach is both descriptive and verification. This study collects primary data using surveys or questionnaires. This study focuses on Generation Y employees in Surabaya-Sidoarjo, East Java. The sampling technique employs non-probability sampling, specifically accidental sampling. Accidental sampling is a sampling strategy that employs specific criteria (Astono, 2021). The criteria used in this study are: 1) Millennial generation employees, especially those born in 1982-2000, aged between 21 and 41 years; 2) Have worked for more than one year at the company where they presently work; 3) Work in Surabaya and Sidoarjo. Because this is a social study with an indeterminate population, the number of samples is decided using Roscoe's rule of thumbs method, which states that a sample size of more than 30 but less than 500 is adequate for all research. As a result, 250 employees from Generation Y in Surabaya-Sidoarjo, East Java, were chosen as samples for this study.

Two types of instrument quality testing are used in this study: validity and reliability. The descriptive analysis and hypothesis testing are performed using Partial Least Squares (SEM-PLS) with the Smart PLS 4.0 program.

RESULT

Respondent Characteristics

The study collected data from 250 Generation Y employees in Surabaya-Sidoarjo, whose characteristics are reported in Table 1.

Table 1. Respondent Data

Variables	Total	Percent
Gender		
- Male	119	47,6
- Female	131	52,4
Field of Work		
- Industry	63	24,2
- Health	50	20,0
- Tourist	9	3,6
- Education	30	12,0
- Banking	31	12,4
- Retail	48	19,2
- Transportation	19	7,6
Age		
- 21-25 years old	80	32,0
- 26-30 years old	102	40,8
- 31-35 years old	11	4,4
- 36-41 years old	57	22,8
Length of Service		
- 1-3 years	70	28,0
- 3-6 years	135	54,0
- > 6 years	45	18,0

Source: Processed questionnaire data, 2025

Table 1 displays the respondent data, which included 250 generation Y employees from Surabaya-Sidoarjo. There were more female respondents than male ones. The majority of responders work in industry, healthcare, and retail. Furthermore, the majority of responses are between the ages of 26 and 30, with 3-6 years of experience.

Analysis

Table 2 displays the results of the outer model test, which was used to test validity and reliability.

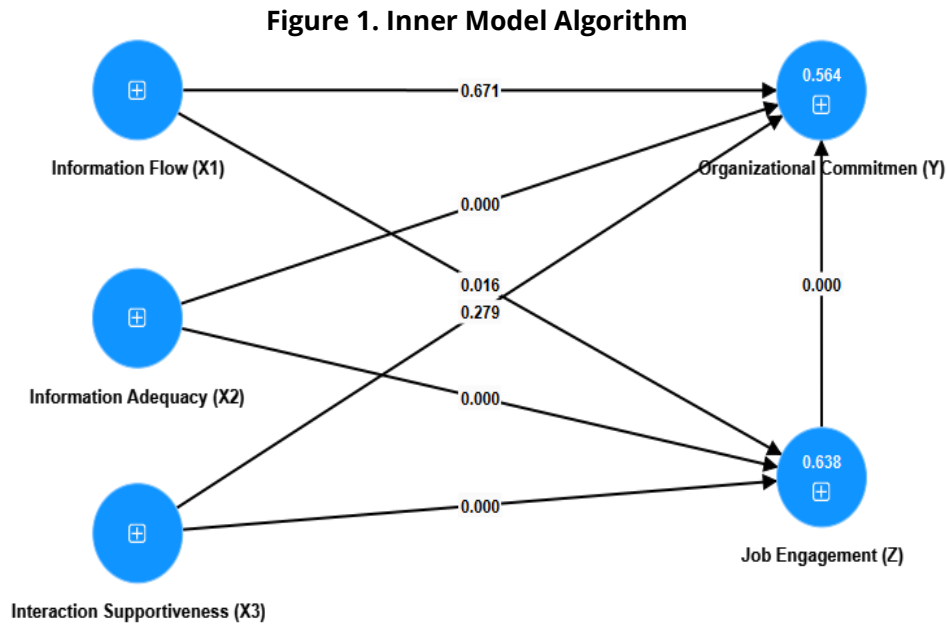
Table 2. Outer Model

Variable/Indicator	Outer Loading	Cronbach Alpha	Composite Reliability	Conclusion
Information Flow		0,880	0,841	Reliable
- Top to bottom	0,880			Valid
- Bottom to top	0,909			Valid
- Between grups/departments	0,821			Valid

Variable/Indicator	Outer Loading	Cronbach Alpha	Composite Reliability	Conclusion
- All part of the company	0,725			Valid
Information Adequacy		0,939	0,952	Reliable
- Organizational evaluation of personnel	0,814			Valid
- Work performance information	0,819			Valid
- Employee welfare information	0,810			Valid
- Employee growth information	0,706			Valid
- Company goals information	0,784			Valid
- Company changes information	0,825			Valid
- Company policies information	0,858			Valid
- Company achievements information	0,855			Valid
- Profit and position information	0,840			Valid
Interaction Supportiveness		0,954	0,954	Reliable
- Job details	0,860			Valid
- Job accuracy	0,840			Valid
- Employee conflict	0,940			Valid
- Clear instructions	0,953			Valid
- Empathetic listening	0,912			Valid
- Employee familiarity	0,904			Valid
- Respect for individual opinions	0,912			Valid
Job Engagement		0,922	0,928	Reliable
- Energetic	0,830			Valid
- Strong and passionate	0,852			Valid
- Enthusiastic	0,809			Valid
- Inspiring	0,850			Valid
- Driven to strive	0,774			Valid
- Enjoy instant results	0,774			Valid
- Takes pride in their work	0,768			Valid
- Enjoys the workplace environment	0,764			Valid
Organizational Commitment		0,906	0,924	Reliable
- Bond with the company	0,828			Valid
- Value the working relationship	0,921			Valid
- Cooperate with the company	0,878			Valid
- Long-term commitment	0,838			Valid
- Stay to be a part of the company	0,783			Valid

Source: Processing Results, 2025

Almost all indicators in each variable are valid, as their values exceed 0.7. All variables are also reliable because they have met the study's threshold (Cronbach alpha information flow 0.880; information adequacy 0.939; interaction supportiveness 0.954; job engagement 0.922; and organizational commitment 0.906 are greater than 0.7, while composite reliability information flow 0.841; information adequacy 0.952; interaction supportiveness 0.954; job engagement 0.928; and organizational commitment 0.924 are greater than 0.8).



Source: Research data processed, 2025

Table 3. R-Square (R²) and Predictive Relevance (Q²)

Endogenous Variable	R ²	Q ²
- Job Engagement	0,638	0,396
- Organizational Commitment	0,564	0,388

Source: Research data processed, 2025

According to the table above, the job engagement variable has an R-squared value of 0.638, or 63.8%. This suggests that the variables of information flow, information adequacy, and interaction supportiveness account for 63.8% of the work engagement variable. The organizational commitment variable had an R-squared value of 0.564, or 56.4%. This suggests that information flow, information adequacy, interaction supportiveness, and work engagement factors account for 56.4% of the organizational commitment variable. Furthermore, according to the table above, the job engagement variable has a Q2 value of 0.396, and the organizational commitment variable has a Q2 value of 0.388. This signifies that both endogenous variables have a Q2 value > 0, indicating that they have predictive relevance. Each tested path reflects a hypothesis in this investigation. The table below shows the path coefficient values.

Table 4. Path Coefficient Value

Flow	Original sample (O)	Sample mean (M)
Information Flow (X1) -> Job Engagement (Z)	0.107	0.093
Information Flow (X1) -> Organizational Commitment (Y)	0.032	0.033
Information Adequacy (X2) -> Job Engagement (Z)	0.315	0.317
Information Adequacy (X2) -> Organizational Commitment (Y)	0.411	0.414
Interaction Supportiveness (X3) -> Job Engagement (Z)	0.565	0.558
Interaction Supportiveness (X3) -> Organizational Commitment (Y)	0.121	0.103
Job Engagement (Z) -> Organizational Commitment (Y)	0.907	0.925
Information Flow (X1) -> Job Engagement (Z) -> Organizational Commitment (Y)	0.097	0.086
Information Adequacy (X2) -> Job Engagement (Z) -> Organizational Commitment (Y)	0.286	0.293

Flow	Original sample (O)	Sample mean (M)
Commitment (Y)		
Interaction Supportiveness (X3) -> Job Engagement (Z) -> Organizational Commitment (Y)	0.513	0.517

Source: Research data processed, 2025

The results of the inner model reveal that the majority of the hypotheses in this study have a substantial influence. Table 5 presents an overview of the hypothesis testing results.

Table 5. Hypothesis Testing

Hypothesis	Information	T statistics (O/STDEV)	P values	Conclusion
H1	Information Flow (X1) -> Organizational Commitment (Y)	0.425	0.671	Non significant
H2	Information Adequacy (X2) -> Organizational Commitment (Y)	4.110	0.000	Significant
H3	Interaction Supportiveness (X3) -> Organizational Commitment (Y)	1.082	0.279	Non significant
H4	Information Flow (X1) -> Job Engagement (Z)	2.419	0.016	Significant
H5	Information Adequacy (X2) -> Job Engagement (Z)	4.194	0.000	Significant
H6	Interaction Supportiveness (X3) -> Job Engagement (Z)	6.720	0.000	Significant
H7	Job Engagement (Z) -> Organizational Commitment (Y)	10.029	0.000	Significant
H8	Information Flow (X1) -> Job Engagement (Z) -> Organizational Commitment (Y)	2.348	0.019	Significant
H9	Information Adequacy (X2) -> Job Engagement (Z) -> Organizational Commitment (Y)	3.775	0.000	Significant
H10	Interaction Supportiveness (X3) -> Job Engagement (Z) -> Organizational Commitment (Y)	5.223	0.000	Significant

Source: Research data processed, 2025

DISCUSSION

The Effect of Information Flow on Organizational Commitment

The statistical analysis results show that the t-statistic value of 0.425 is smaller than the t-table value of 1.96, and the p-value of 0.671 is greater than the significance level ($\alpha = 0.05$). The alternative hypothesis (H_1) was rejected, implying that information flow had no substantial impact on organizational commitment among generation Y employees in Surabaya-Sidoarjo, East Java. These findings suggest that the smooth flow of information inside an organization, both from superiors to subordinates and between colleagues, does not always influence generation Y employees' level of commitment to the organization where they work. The lack of effect of information flow on organizational commitment is related to generation Y's preference for other criteria such as career growth possibilities, job flexibility, contribution recognition, and

work-life balance. As a result, even if knowledge travels smoothly throughout the firm, it is insufficient to foster loyalty or emotional attachment to the company.

The study's findings are consistent with a study by (D. N. Putri, 2023), which found that while information flow is beneficial, it does not always have a direct impact on organizational commitment if it is not accompanied by emotional participation in work. For this age, information flow is not the most important determinant of organizational commitment. They respond better to personal, emotional, and growth-oriented components.

The Effect of Information Adequacy on Organizational Commitment

The statistical analysis results show that the t-statistic value of 4.110 is more than the t-table value of 1.96, while the p-value of 0.000 is less than the significance threshold of 0.05. Based on these findings, the alternative hypothesis (H2) is adopted, implying that information adequacy has a considerable impact on organizational commitment among generation Y employees in the Surabaya-Sidoarjo area of East Java. This result demonstrates that the more sufficient the information provided to generation Y employees regarding work, corporate policies, and self-development chances, the greater their commitment to the organization. Information sufficiency refers to the extent to which employees believe they receive sufficient, relevant, and timely information to support their work and make good decisions within the framework of the organization.

In keeping with the findings of (Ma, 2022), information adequacy has a considerable impact on organizational commitment, even though it is not directly related to faculty involvement. Furthermore, Chen et al. (2020) found that employees' opinions of the adequacy of information provided by management positively influence their affective commitment to the firm. This study underlines the significance of transparency and availability of information in developing good relationships between employees and the business.

The Effect of Interaction Supportiveness on Organizational Commitment

Based on the statistical test results, the t-statistic value of 1.082 is less than the t-table value of 1.96, and the p-value of 0.279 exceeds the significance level of 0.05. This suggests that the H3 hypothesis is rejected, implying that interaction supportiveness has no substantial effect on organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java. Interaction supportiveness refers to how much the work environment encourages positive relationships among employees. This includes social support, empathy from coworkers, open communication, and an emotionally appropriate work environment.

According to a study conducted by (Sharon & Meilani, 2023), interaction support alone is insufficient to impact commitment if other criteria like as career growth and salary are not included. This condition gives useful information for human resource managers. Although supportive interactions are still important for maintaining psychological health and creating a healthy work culture, strategies for increasing organizational commitment should focus on aspects that are more relevant to generation Y's expectations, such as transparent communication, clear work goals, and an achievement-based reward system.

The Effect of Information Flow on Job Engagement

Based on the statistical analysis results shown in the table, the t-statistic value of 2.419 is more than the t-table value of 1.96, and the p-value of 0.016 is less than the significance level of 0.05. Thus, the H4 hypothesis is accepted, implying that information flow has a strong impact on job engagement among Generation Y employees in Surabaya-Sidoarjo, East Java. This finding demonstrates that the smooth flow of information inside a company is an essential aspect that promotes work engagement, particularly among Generation Y. Information that flows well both vertically and horizontally promotes role clarity, transparency in decision making, and a greater sense of ownership over the task being done. For generation Y, who tend to seek transparency

and openness, good information flow is a crucial part in establishing their emotional and cognitive engagement in work.

According to the study (Albro & McElfresh, 2021), job time influences perceptions of information flow, work engagement, and organizational commitment. Another study (Makhubele et al., 2023) discovered that effective information flow can boost employee engagement and performance. Generation Y, or millennials, prioritize access to timely, accurate, and relevant information. They grew up in a digital world of instant knowledge, so their expectations for the workplace match the demand for transparency and quickness in communication. When firms can address these objectives, working conditions will improve, making employees more engaged and professional.

The Effect of Information Adequacy on Job Engagement

The statistical analysis yielded a t-statistic value of 4.194, which is higher than the t-table of 1.96, and a p-value of 0.000, which is less than the significance level of 0.05. This supports the H5 hypothesis, which states that information adequacy has a strong effect on job engagement among Generation Y employees in the Surabaya-Sidoarjo area of East Java. This research reinforces the concept that the availability of sufficient information is a crucial element in fostering employee work engagement, particularly among generation Y. Information adequacy refers to the degree to which employees believe the information they get is sufficient to complete tasks, make decisions, grasp organizational goals, and adapt properly to change. Employees will feel more confident and driven to carry out their tasks if the necessary information is readily available.

In keeping with the findings of the study (Naqshbandi et al., 2024), work flexibility has a strong favorable influence on work engagement, which in turn affects performance. Another study was undertaken (Gull et al., 2022), which examined the role of employment characteristics, particularly information sufficiency, in improving workplace engagement. A study was also conducted (Ma, 2022), which found that information adequacy has a substantial impact on job engagement.

Generation Y defines engagement as more than simply loyalty; it also includes meaningful and purposeful work experiences. They want to feel like the work they do is more than just a habit, but that it adds to the organization's overall goals. Adequate information lets individuals feel "included" in the organizational process, rather than simply "told to work". This instills a sense of ownership and promotes active participation in the workplace.

The Effect of Interaction Supportiveness on Job Engagement

Based on the statistical test results, the t-statistic value was 6.720, which is significantly higher than the t-table value of 1.96, and the p-value was 0.000, which is less than the significance level of 0.05. Thus, the H6 hypothesis is accepted, implying that interaction supportiveness has a significant effect on job engagement among generation Y employees in Surabaya-Sidoarjo, East Java. Interaction supportiveness refers to the amount to which the work environment encourages friendly, open, and mutually respectful interactions between employees and superiors. In a supportive environment, interpersonal contact is warm, mutual trust is established, and moral and emotional encouragement is provided to one another. This is especially critical for Generation Y employees, who, while recognized for their independence, require a supportive social environment in order to develop and feel emotionally attached to their jobs.

According to the study (Masiero & Arvidsson, 2021), emotionally supportive contacts in the digital work environment (including empathic online communication) improve employee engagement and well-being. Another study (Aldabbas et al., 2023) found that supervisor and coworker support has a significant impact on employee engagement in the public sector. In the context of Relationship Management Theory, helpful interactions foster positive social

relationships between individuals and organizations. Employees who feel socially and emotionally supported are more likely to be engaged at work because they believe they are valued, cared for, and are not alone in overcoming obstacles. As a result, interaction supportiveness is a significant driver in the formation and strengthening of job engagement, supporting the prediction that the two factors have a beneficial relationship.

The Effect of Job Engagement on Organizational Commitment

Based on the findings of the study shown in the table above, the t-statistic value reaches 10.029, which is much greater than the crucial value of 1.96 at a 5% confidence level. This provides compelling statistical proof that the H7 hypothesis can be adopted. In other words, there is a strong link between job engagement and organizational commitment among Generation Y employees in the Surabaya-Sidoarjo area of East Java. Furthermore, the p-value found of 0.000 supports this option because it is less than 0.05. An extremely tiny p-value suggests that the risk of error in rejecting the null hypothesis is very small, thereby reinforcing the notion that job engagement does effect organizational commitment positively and considerably.

According to the findings of (Khalis & Ariani, 2024), job engagement positively contributes to increased emotional commitment in technology businesses. Similarly, a study by (B. Wen et al., 2020) discovered that job engagement is a powerful predictor of organizational commitment in the healthcare sector during the pandemic, when emotional involvement is critical to maintaining employee morale in a crisis situation. The psychology concept of affective attachment can explain the relationship between job engagement and organizational commitment. Employees that are engaged feel emotionally connected to their work and the organization's ideals, in addition to cognitive involvement. This involvement reinforces the notion that the organization is worthwhile as a workplace. As a result, job engagement not only improves performance but also fosters a long-term tie with the organization (Kim & Park, 2017).

The Effect of Information Flow on Organizational Commitment with Job Engagement as an Variabel Intervening

According to the analysis results table, the t-statistic value obtained is 2.348, which exceeds the crucial value of 1.96 at a 5% level of significance. This shows that the H8 hypothesis is statistically acceptable. Furthermore, the p-value of 0.019 is less than 0.05, supporting the conclusion that information flow through work engagement has a substantial influence on organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java. Information flow is the process of efficiently transmitting data and information inside an organization, which is critical for good communication and collaboration among employees and departments. In the context of this study, good information flow is thought to promote employee job engagement, which has a favorable impact on their level of organizational commitment.

The study's findings are consistent with those of (Sojanah et al., 2025), who discovered that employees who are actively involved in their work are more committed to the organization because they believe they are a significant part of its success. Effective information flow fosters open communication and appreciation for individual contributions, hence strengthening the relationship between individuals and institutions.

Recent research indicates that information flow has a substantial impact on enhancing job engagement. According to a study by Rahmanda et al. (2025), good internal communication quality enhances employee excitement and dedication to job completion.

The Effect of Information Adequacy on Organizational Commitment with Job Engagement as an Variabel Intervening

Based on the analysis results table, the t-statistic value of 3.775 was achieved, which exceeds the crucial threshold of 1.96 at a 5% level of significance. Furthermore, the p-value of 0.000 is significantly lower than the threshold of 0.05. This demonstrates that the H9 hypothesis is accepted, implying that there is a substantial relationship between information adequacy through job engagement and organizational commitment among Generation Y employees in the Surabaya-Sidoarjo area of East Java. Information adequacy refers to the extent to which employees have complete and adequate information to carry out their duties and obligations properly. In this context, the sufficiency of information is considered very significant because it can boost employee comprehension and trust in the organization, as a result, they are more engaged at work.

According to the findings of (Arif et al., 2023), job engagement improves the effect of internal communication on employee loyalty and commitment. Employees that are highly engaged in their jobs will believe that their contributions are valuable, fostering a sense of duty and loyalty to the firm. When information adequacy is reached, employees feel respected and vital to the organization, which fosters the building of affective commitment. According to Đurović et al. (2023), clear internal communication leads to increased organizational commitment, particularly among millennials and Gen Z employees.

The Effect of Interaction Supportiveness on Organizational Commitment with Job Engagement as an Variabel Intervening

According to the analysis results table, the t-statistic value is 5.223, which is significantly higher than the crucial value of 1.96 at a significance level of 5%. Furthermore, the p-value of 0.000 is extremely modest, considerably below the 0.05 threshold. This suggests that the H10 hypothesis is accepted, implying that interaction supportiveness through job engagement has a strong impact on organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java. Interaction supportiveness refers to the interpersonal support that employees receive from coworkers, managers, and the work environment as a whole. This support involves empathy, attention, and aid with daily duties. This condition is critical for fostering a healthy work environment and encouraging employee engagement in their work.

CONCLUSION

Based on the research findings that have been described, the conclusions in this study are as follows: information flow does not affect organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java; information adequacy affects organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java; interaction supportiveness does not affect organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java; information flow affects job engagement in generation Y employees in Surabaya-Sidoarjo, East Java; information adequacy affects job engagement in generation Y employees in Surabaya-Sidoarjo, East Java; interaction supportiveness affects job engagement in generation Y employees in Surabaya-Sidoarjo, East Java; job engagement affects organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java; information flow through job engagement affects organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java; information adequacy through job engagement affects organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java; interaction supportiveness through job engagement affects organizational commitment in generation Y employees in Surabaya-Sidoarjo, East Java.

Based on the findings of this study, the following recommendations can be made: companies should be able to continue to improve job engagement by creating a work

environment that encourages active employee participation, provides meaningful work challenges, and allows for ongoing self-development. Companies can also strengthen two-way communication, issue achievement prizes, and foster a pleasant work culture so that people feel appreciated and driven to perform to their full potential.

More research is needed to go deeper into the variables that create less-than-optimal information flow inside the company, particularly among generation Y personnel. Researchers can look at communication quality, information channels used, communication hurdles, and employee perceptions of information transparency and openness. Furthermore, other mediating or moderating variables, such as organizational culture, leadership, or internal communication technologies, should be tested to see how they affect the impact of information flow on organizational commitment. A qualitative method can also be utilized to acquire a better understanding of the challenges and solutions encountered within the company's information flow process.

LIMITATION

1. Limited Scope

This study was only conducted in the Surabaya-Sidoarjo area, hence the findings cannot be applied to other places.

2. Limited Intervening Variables

Job involvement is the only intervening variable. In fact, other factors such as corporate culture, leadership, or internal technology may have a larger mediating effect.

3. Quantitative Data Only

The approach utilized is entirely quantitative, therefore it does not capture the nuances or deep perceptions of employees that may contribute to their organizational commitment. The utilization of qualitative methodologies, such as in-depth interviews or observations, could improve the outcomes.

4. Cross-sectional Design

The study was conducted at a single point in time, hence it was unable to capture changes in the dynamics of the interaction between variables throughout time.

5. Did Not Test Other Contextual Factors

This study did not investigate the impact of contextual elements such as personal traits, work experience, work environment, and organizational structure.

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