

The Effects of Training and Role Clarity on Work Performance through Organizational Commitment

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ABSTRACT

Intensifying competition in the retail industry compels companies to enhance the quality of their human resources to achieve optimal performance. Generation Z employees possess distinct characteristics, necessitating an understanding of the factors that influence their work performance. This study aims to analyze the impact of training and role clarity on work performance, mediated by organizational commitment, among Generation Z employees at Indomaret in Jakarta. A quantitative approach was employed, utilizing purposive sampling to select 120 respondents, and the data were analyzed using SEM-PLS. The results indicate that all hypotheses were supported; training and role clarity influence organizational commitment, which in turn affects work performance. Furthermore, organizational commitment mediates the impact of training and role clarity on work performance, with the mediation effect of role clarity being the strongest. These findings demonstrate that improving employee performance depends not only on training and role clarity but also on the employees' commitment to the organization. The study offers implications for Indomaret's management regarding the design of human resource management strategies specifically through continuous training, role clarity, and the strengthening of organizational commitment to boost work performance. Future research is encouraged to expand the scope of the study and incorporate other relevant variables, as this is crucial for the sustainability of corporate performance. Additionally, these findings can serve as a reference for other retail companies seeking to manage Generation Z employees more effectively.

Keywords: Training, Role Clarity, Organizational Commitment, Work Performance.

INTRODUCTION

Increasingly intense competition compels organizations to possess resources capable of generating sustainable competitive advantage (Hosen et al., 2024). In the highly competitive retail sector, organizations are required to consistently maintain service quality by enhancing employee competence (Karatepe et al., 2020). Furthermore, Generation Z tends to exhibit lower levels of organizational loyalty compared to previous generations, necessitating the implementation of distinct human resource management strategies (Malt & Nasution, 2025). Against this backdrop, work performance emerges as a key determinant of corporate success, as employee performance directly impacts service quality, productivity, customer satisfaction, and the achievement of organizational goals (Kim, 2020). Concurrently, the retail workforce is increasingly dominated by Generation Z, a cohort characterized by technological adaptability and a preference for rapid learning, yet one that holds high expectations regarding opportunities for growth and a supportive work environment (Seyfi et al., 2024).

Work performance remains a major challenge for the retail industry, as employee performance is directly linked to the quality of service received by customers (Hosen et al., 2024). Employees with high work performance tend to complete tasks on time, deliver service in accordance with operational standards, and create positive customer experiences (Karatepe et al., 2020). Conversely, low work performance can lead to increased customer complaints, service errors, and reduced productivity, ultimately diminishing a retailer's competitiveness (Boon et al., 2014). This situation becomes increasingly complex given that the majority of the retail workforce consists of Generation Z, a cohort characterized by dynamism, a desire for a supportive work environment, and an expectation of continuous self-development opportunities (Gabrielova & Buchko, 2021).

Furthermore, training is a crucial aspect of human resource management in the retail industry. Shifts in

customer needs, technological advancements, and business competition drive companies to enhance employee competence through training (Hosen et al., 2024). Training helps improve technical skills and fosters an understanding of service standards, operational procedures, and the company's work culture (Karatepe et al., 2020). For Generation Z employees, training also serves as a form of organizational support for competence and career development, given this generation's strong learning orientation (Gabriellova & Buchko, 2021). Role clarity plays a vital role in enhancing work effectiveness within the retail industry. The nature of the work, which requires a high level of coordination, demands that employees clearly understand their tasks, responsibilities, authority, and work standards (Kim et al., 2021). Role clarity helps minimize errors and workplace conflicts, whereas role ambiguity can increase psychological strain and hinder performance (Bakker & Demerouti, 2007; Tubre & Collins, 2000). For Generation Z, role clarity is particularly important, as they value guidance, open communication, and prompt feedback (Gabriellova & Buchko, 2021). Organizational commitment is also a crucial aspect, as it relates to an employee's attachment to the organization. The high job mobility characteristic of Generation Z makes organizational commitment a challenge for companies (Seyfi et al., 2024). Employees with high commitment tend to support organizational goals and remain with the company longer, whereas low commitment is associated with turnover intentions and low loyalty (Meyer & Allen, 1991; Ribeiro et al., 2021). In the retail industry, this situation warrants attention because service quality is influenced by workforce stability (Hosen et al., 2024).

Although the relationships among training, role clarity, organizational commitment, and work performance have been extensively studied, prior research findings remain inconsistent. Studies by George et al. (2020) and Imran et al. (2020) found that training has a positive effect on organizational commitment; however, research by Pham et al. (2022) indicated that the impact of training on organizational commitment is not significant under certain conditions. Regarding the relationship between role clarity and organizational commitment, Suhartanto (2024) identified a positive influence, whereas Alshammari et al. (2023) reported that this effect weakens when other organizational factors come into play. Furthermore, while Ribeiro et al. (2021) found a positive link to work performance, ul-Hassan et al. (2021) discovered that this effect is not always significant among younger employees. Beyond these inconsistent findings, most previous studies were conducted in diverse organizational contexts, such as manufacturing firms, the general service sector, and public organizations, leaving a gap in research examining the relationships among these four variables specifically for Generation Z employees in the retail industry, particularly within Indonesia.

This study builds upon the research model of Hosen et al. (2024) by modifying the independent variables, specifically replacing "career development" with "role clarity." This modification is grounded in the nature of work within the retail industry, which demands role clarity, as well as the characteristics of Generation Z employees, who require clear work direction to perform their duties. Consequently, this study aims to make an empirical contribution to the literature regarding the factors influencing organizational commitment and work performance in the retail sector.

This study aims to analyze the impact of training and role clarity on the work performance of Generation Z employees in the retail industry, mediated by organizational commitment. The findings are expected to serve as a reference for retail companies seeking to enhance human resource management, specifically by developing training programs, clarifying roles, and strengthening organizational commitment to improve the work performance of Generation Z employees.

LITERATURE REVIEW

Work Performance

According to Koopmans et al. (2011), work performance encompasses the overall behaviors and actions of employees that contribute to the achievement of organizational goals. Campbell and Wiernik (2015) define work performance as individual behavior that is relevant to organizational goals and within the individual's control to execute. This perspective is reinforced by Kim (2020), who defines work performance as the level of an individual's success in carrying out tasks in accordance with targets and standards established by the organization. Furthermore, AlQudah et al. (2022) explain that work performance represents employee work outcomes reflected through effectiveness, efficiency, and the quality of task completion. This definition serves as a fundamental basis for understanding performance as work behavior rather than merely a final result. Aligning with this view, Pradhan et al. (2023) state that work performance is an individual's ability to complete tasks and make positive contributions to the organization. Additionally, Hosen et al. (2024) state that work performance refers to an employee's ability to achieve work objectives through the effective, efficient, and high-quality completion of tasks.

Training

According to Noe and Peacock (2008), training is a planned process undertaken by an organization to enhance employees' knowledge, skills, and behaviors, enabling them to perform their jobs effectively. This definition emphasizes that training represents a systematic organizational effort to develop employees' work competencies. Aligning with this view, Kim (2020) explains that training is a learning process designed to boost employee competence and productivity in pursuit of organizational goals. Furthermore, AlQudah et al. (2022) define training as a human resource development activity aimed at improving employees' work capabilities, skills, and knowledge. This perspective is reinforced by Hosen et al. (2024), who state that training is an employee development practice involving systematic learning that enhances work capabilities and individual performance. Additionally, Khan (2024) explains that training constitutes an organizational investment in enhancing employee competence, thereby enabling employees to adapt to changing work environments and improve their work performance.

Role Clarity

According to Rizzo et al. (1970), role clarity refers to the extent to which an individual possesses clarity regarding the tasks, responsibilities, and expected behaviors associated with their job. This definition serves as a fundamental basis for understanding the concept of role clarity within modern organizations. This perspective is reinforced by Kim (2020), who explains that role clarity relates to the clarity of information regarding the work roles held by employees within an organization. Furthermore, ul-Hassan et al. (2021) state that role clarity is the level of an individual's understanding of job priorities and the performance standards expected by the organization. In line with this, Hosen et al. (2024) explain that role clarity is a condition in which employees clearly understand their tasks, responsibilities, and the organization's expectations regarding their work. Additionally, Chen et al. (2022) state that role clarity is a condition in which employees possess full clarity regarding job goals, authority, and responsibilities.

Organizational Commitment

According to Meyer and Allen (1991), organizational commitment is a psychological state that describes the relationship between an individual and the organization, which influences the decision to remain a member of the organization. Furthermore, ul-Hassan et al. (2021) explain that organizational commitment is an employee attitude that reflects a desire to stay and support organizational goals. Caesens et al. (2022) describe organizational commitment as a form of employee attachment reflected in the desire to remain part of the organization and contribute positively. This concept serves as a fundamental basis for understanding employee attachment to the organization. In line with this, Hosen et al. (2024) state that organizational commitment is an employee's psychological attachment, reflected through loyalty and a willingness to contribute to the organization. This view is reinforced by Khan (2024), who states that organizational commitment represents the level of an employee's emotional and moral attachment to the organization.

THEORETICAL FRAMEWORK AND HYPOTHESES

Relationship Between Training and Organizational Commitment

Training is a planned process undertaken by organizations to enhance employees' knowledge, skills, and behaviors, enabling them to perform their jobs effectively. Effective training fosters a positive employee perception of organizational support, thereby strengthening emotional attachment and loyalty to the organization. This is supported by Hosen et al. (2024), who state that training enhances organizational commitment because employees feel valued and developed by the organization. Furthermore, Khan (2024) found that training positively influences organizational commitment, as the improvement of employee competence fosters a sense of responsibility and attachment to the organization. Additionally, AlQudah et al. (2022) emphasize that effective training can heighten employees' sense of belonging to the organization, ultimately strengthening organizational commitment. Based on these findings, the following hypothesis is proposed:

H₁: Training has a positive effect on Organizational Commitment.

Relationship Between Role Clarity and Organizational Commitment

High role clarity reduces work-related uncertainty, thereby enhancing work comfort and organizational attachment. This is supported by ul-Hassan et al. (2021), who found that role clarity positively influences organizational commitment, as employees with a clear understanding of their roles tend to exhibit higher levels of loyalty. Furthermore, Kim (2020) stated that role clarity fosters a sense of responsibility and

strengthens employees' attachment to the organization. Research by Ahmed et al. (2022) also indicates that role clarity contributes to the formation of organizational commitment by mitigating role conflict and increasing job satisfaction. Based on these findings, the following hypothesis is proposed:

H₂: Role Clarity has a positive effect on Organizational Commitment.

Relationship Between Organizational Commitment and Work Performance

Organizational commitment reflects an employee's emotional attachment and loyalty to the organization, driving them to deliver their best performance. According to Meyer and Allen (1991), organizational commitment is a psychological state that reflects an employee's desire to remain part of the organization. Highly committed employees demonstrate dedication, responsibility, and greater effort in completing their work. This is supported by Pradhan et al. (2023), who found that organizational commitment has a positive effect on work performance, as loyal employees tend to perform at a higher level. Furthermore, Hosen et al. (2024) state that organizational commitment boosts work motivation, which directly impacts performance improvement. Research by Kim (2020) also indicates that employees with high levels of commitment are able to achieve work targets more effectively and efficiently.

H₃: Organizational Commitment has a positive effect on Work Performance.

Mediating Role of Organizational Commitment in the Relationship Between Training and Work Performance

Training not only enhances employee competence but also fosters positive perceptions of the organization, ultimately boosting organizational commitment (Cahyo, 2026). Employees who perceive the training they receive as high-quality tend to develop a stronger sense of attachment to the organization. This is supported by Khan (2024), who found that training influences work performance through increased organizational commitment. Furthermore, Hosen et al. (2024) state that organizational commitment acts as a mediator in the relationship between training and employee performance. Research by AlQudah et al. (2022) also indicates that the effect of training on performance is not merely direct but also operates through enhanced organizational commitment. Based on these findings, the following hypothesis is proposed:

H₄: Organizational Commitment mediates the effect of Training on Work Performance.

The Mediating Role of Organizational Commitment in the Relationship between Role Clarity and Work Performance

High role clarity provides employees with a clear understanding of their tasks and responsibilities, thereby reducing work-related uncertainty. This clarity enhances work comfort and strengthens employees' attachment to the organization. This is supported by ul-Hassan et al. (2021), who found that role clarity influences work performance through organizational commitment. Furthermore, Kim (2020) stated that role clarity boosts organizational commitment, which subsequently leads to improved employee performance. Research by Ahmed et al. (2022) also demonstrates that organizational commitment acts as a mediator in the relationship between role clarity and work performance. Based on these findings, the following hypothesis is proposed:

H₅: Organizational Commitment mediates the effect of Role Clarity on Work Performance.

Based on the hypothesis framework above, the research model can be illustrated as shown in Figure 1.

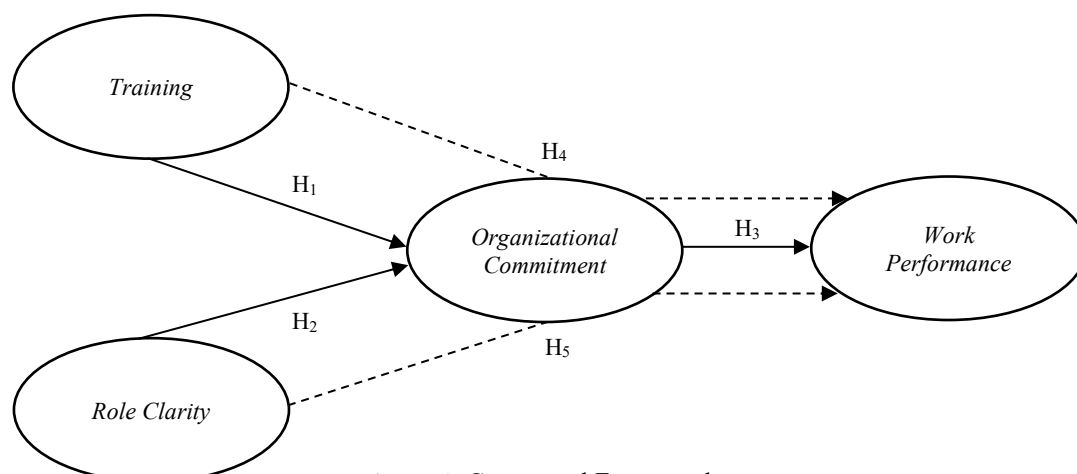


Figure 1. Conceptual Framework

RESEARCH METHOD

This study employs a quantitative approach utilizing a deductive method. The quantitative approach is used to examine the relationships between variables based on data obtained from respondents, while the deductive approach involves formulating hypotheses based on theory and prior research findings, which are subsequently tested empirically. Measurement within the study utilizes a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5), to assess respondents' perceptions regarding each research variable indicator. Data were collected via a structured, self-administered questionnaire accompanied by a cover letter explaining the study's purpose and guaranteeing the confidentiality of respondents' data. The questionnaire comprises sections covering respondents' demographic data and statements pertaining to each research variable. The Training variable was adopted from Noe & Peacock (2008) (4 indicator statements); Role Clarity from Rizzo et al. (1970) (4 statements); Organizational Commitment from Meyer & Allen (1991) (6 statements); and Work Performance from Koopmans et al. (2011) (6 statements).

The study population comprised Generation Z employees in the Indonesian retail sector, specifically focusing on Indomaret employees aged 18–27 years with a minimum tenure of six months. The sample was selected using a purposive sampling technique based on the study's criteria. Following Hair's (2009) guidelines, the minimum sample size was set at 120 respondents, calculated as six times the 20 indicators used in the questionnaire. Prior to the main data collection, a pre-test involving 30 respondents was conducted to evaluate the research instrument. Subsequently, validity and reliability tests were performed using PLS-SEM through outer model evaluation, encompassing outer loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha (Hair et al., 2021). The instrument was deemed to meet the criteria if outer loadings were ≥ 0.70 , AVE was > 0.50 , and both CR and Cronbach's alpha were > 0.70 .

This study employs path analysis using SmartPLS, comprising evaluations of both the outer and inner models. The outer model evaluation includes a convergent validity test based on outer loadings ≥ 0.70 and AVE > 0.50 . Discriminant validity was assessed using the Fornell-Larcker criterion, cross-loadings, and the Heterotrait-Monotrait Ratio (HTMT), with HTMT values < 0.90 indicating good discriminant validity (Sekaran & Bougie, 2016). Reliability was evaluated using Cronbach's Alpha and Composite Reliability, with values ≥ 0.70 , while indicator collinearity was assessed using VIF with a threshold of < 5.00 (Hair et al., 2021). The inner model was evaluated based on R^2 values, categorized as strong (0.50–0.75), moderate (0.25–0.50), and weak (0.00–0.25) (Hair et al., 2017). Hypothesis testing was conducted using path coefficients, with T-statistic > 1.96 and p-value < 0.05 indicating significant effects between variables.

RESULTS AND DISCUSSION

Based on the pre-test instrument results involving 30 respondents, all variables met the validity and reliability criteria. Outer loading values ranged from 0.839 to 0.936, while AVE values ranged from 0.776 to 0.859, indicating that all indicators satisfied the convergent validity criteria. Composite reliability (CR) values (0.954–0.971) and Cronbach's Alpha values (0.939–0.965) also exceeded the 0.70 threshold, demonstrating high internal consistency. Consequently, the constructs of organizational commitment, role clarity, training, and work performance were deemed valid and reliable, making the instrument suitable for use in the main test with a larger sample size.

The study participants consisted of 120 Generation Z Indomaret employees aged 18–27 working in the Jakarta area. Regarding gender, the respondents comprised 81 females (66.9%) and 39 males (33.1%). The majority fell into the 21–23 age group (49 individuals or 41%), had a tenure of 1–3 years (58 individuals or 48.8%), and worked as cashiers (47 individuals or 39.4%). Overall, the respondent characteristics indicate that the majority of the Generation Z Indomaret employees in this study were female, aged 21–23, had 1–3 years of work experience, and held cashier positions. This composition reflects that the respondents met the established sample criteria, making them representative of the population under study.

Outer Model Test Results

Table 1. Results of Respondent Data Validity Test

<i>Variable</i>	<i>Indicator</i>	<i>Outer Loading</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>AVE</i>
<i>Organizational Commitment</i>	OC1	0.938	0.967	0.972	0.858
	OC2	0.921			
	OC3	0.919			
	OC4	0.921			
	OC5	0.928			
	OC6	0.931			

<i>Variable</i>	<i>Indicator</i>	<i>Outer Loading</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>AVE</i>
<i>Role Clarity</i>	RC1	0.916	0.949	0.963	0.868
	RC2	0.929			
	RC3	0.944			
	RC4	0.938			
<i>Training</i>	TR1	0.948	0.962	0.972	0.898
	TR2	0.953			
	TR3	0.959			
	TR4	0.931			
<i>Work Performance</i>	WP1	0.935	0.962	0.969	0.841
	WP2	0.913			
	WP3	0.929			
	WP4	0.925			
	WP5	0.905			
	WP6	0.894			

Source: Researcher-processed data findings, 2026

Convergent validity was assessed through outer loading and average variance extracted (AVE). According to Hair et al. (2021), the indicator is declared valid if the outer loading is > 0.70 and the AVE is > 0.50 . The analysis results show that the outer loading of all indicators of organizational commitment, role clarity, training, and work performance is in the range of 0.894–0.959, while the AVE is 0.841–0.898. All of these values meet the criteria, so that the construct is declared to have good convergent validity. Construct reliability was tested via Cronbach's alpha and composite reliability with criteria > 0.70 (Hair et al., 2021). The results show Cronbach's alpha of 0.949–0.967 and composite reliability of 0.963–0.972. Thus, all constructs are declared valid and reliable and suitable for use for further analysis.

Discriminant validity indicates a construct's ability to distinguish itself from other constructs (Hair et al., 2021). Testing was conducted using the Heterotrait-Monotrait Ratio (HTMT), Fornell-Larcker Criterion, and cross-loading analysis. The HTMT values for all inter-construct relationships were below 0.90, thereby meeting the discriminant validity criteria (Hair et al., 2022). Regarding the Fornell-Larcker Criterion, the $\sqrt{\text{AVE}}$ values for Organizational Commitment (0.926), Role Clarity (0.933), Training (0.948), and Work Performance (0.917) were higher than the inter-construct correlations, which ranged from 0.742 to 0.818. Cross-loading results also demonstrated that each indicator exhibited the highest correlation with its intended construct compared to other constructs. Thus, all research constructs satisfied the discriminant validity requirements and showed no inter-construct overlap.

Table 2 Collinearity Statistics (VIF) Inner Model

	<i>VIF</i>
<i>Organizational Commitment</i> → <i>Work Performance</i>	1.000
<i>Role Clarity</i> → <i>Organizational Commitment</i>	3.021
<i>Training</i> → <i>Organizational Commitment</i>	3.021

Collinearity among indicators was assessed using collinearity statistics (VIF) values. In the Inner VIF Value table, VIF values below 5.00 indicate that the indicators do not exhibit collinearity issues (Hair et al., 2021). Based on the data analysis results presented in Table 2, the VIF values in this study range from 1.000 to 3.021; thus, all values remain below the recommended maximum threshold. These results indicate the absence of multicollinearity or excessive inter-correlation among the independent variables in the research model. Consequently, each exogenous variable makes a distinct contribution to explaining the endogenous variable, confirming that the structural model satisfies the collinearity assumption and is suitable for hypothesis testing.

Table 3 R Square Adjusted

	<i>R Square</i>	<i>R Square Adjusted</i>	<i>Conclusion</i>
<i>Organizational Commitment</i>	0.684	0.667	Moderate
<i>Work Performance</i>	0.559	0.555	Moderate

Source: Researcher-processed data findings, 2026

The next step involves examining the R-squared value; values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak outer models, respectively. The coefficient of determination indicates the extent to which independent variables explain the dependent variable (Hair et al., 2021). Based on the data analysis results in Table 3, the variables Role Clarity and Training collectively explain 66.7% of the variance in Organizational Commitment, as indicated by an Adjusted R-squared value of 0.667. Meanwhile, the remaining 33.3% is explained by factors outside the research model that were not analyzed in this study, such as Transformational Leadership, Job Satisfaction, Organizational Culture, and Employee Engagement. Furthermore, the Organizational Commitment variable explains 55.5% of the variance in Work Performance, indicated by an Adjusted R-squared value of 0.555, while the remaining 44.5% is influenced by variables outside the research model not included in this study, such as Work Motivation, Leadership Style, Work Environment, and Compensation System. Based on these Adjusted R-squared values, the model's explanatory power regarding Organizational Commitment and Work Performance falls into the moderate category, indicating that the research model possesses a reasonably good ability to explain the endogenous variables.

Inner Model Results (Hypothesis Testing)

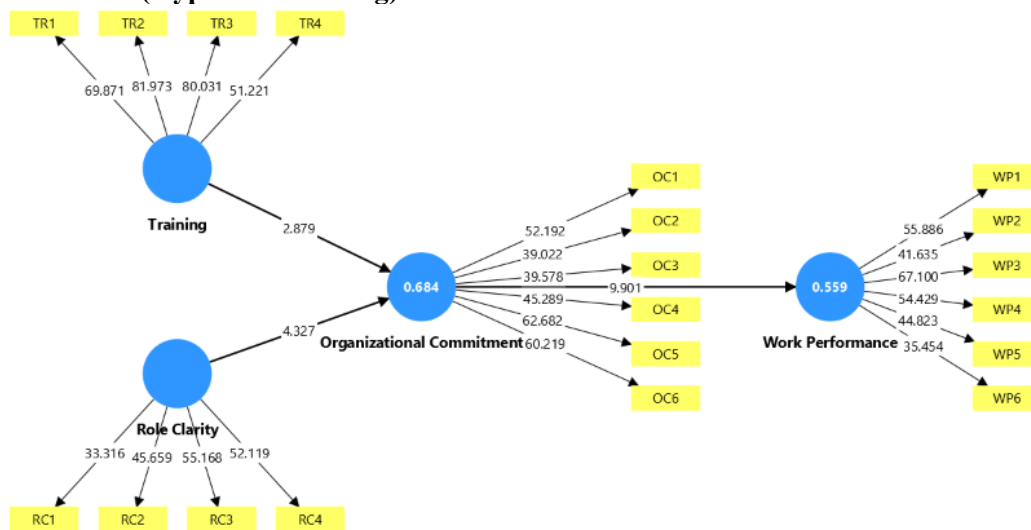


Figure 2. Hypothesis Test Results

The inner model (hypothesis test) of the study was conducted by examining the significance of the path coefficients. According to Hair et al. (2021), if the statistical T value is greater than the T table (1.960) at the 5% level, with a p-value < 0.050, a significant effect can be considered. The direction of the relationship can be determined by examining the original sample values. Based on the results of calculations using the bootstrapping method, the results are obtained in the table below:

Table 4. Direct Influence Test Results

	Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
TR → OC	H ₁	0.344	2.879	0.004	The data support the hypothesis
RC → OC	H ₂	0.552	4.327	0.000	The data support the hypothesis
OC → WP	H ₃	0.748	9.901	0.000	The data support the hypothesis

Source: Researcher-processed data findings, 2026

Inner model testing (hypothesis testing) was conducted by examining the significance of the path coefficients. A positive effect is indicated if the T-statistic value exceeds the T-table value (1.960) at the 5% significance level and the p-value is less than 0.050. The results of the first hypothesis test (H₁) regarding the effect of training on organizational commitment show an Original Sample value of 0.344, a T-statistic of 2.879, and a P-value of 0.004. Since the T-statistic exceeds 1.960 and the P-value is less than 0.05, it can be concluded that training has a positive and significant effect on organizational commitment. Thus, H₁ is accepted, meaning that the data support the research hypothesis. This indicates that effective training can enhance the organizational commitment of Gen Z employees at Indomaret by improving work capabilities and the development support perceived by the employees.

Furthermore, the testing of the second hypothesis (H_2) regarding the effect of role clarity on organizational commitment yielded an original sample value of 0.552, a t-statistic of 4.327, and a p-value of 0.000. Since the t-statistic exceeds 1.960 and the p-value is less than 0.05, it can be concluded that role clarity has a positive and significant effect on organizational commitment. Thus, H_2 is accepted, meaning that the data support the research hypothesis. This indicates that role clarity enhances the organizational commitment of Gen Z employees at Indomaret, as a clear understanding of job duties and responsibilities enables them to work with greater focus, reduces role ambiguity, and strengthens their attachment to the organization.

Testing of the third hypothesis (H_3) regarding the effect of organizational commitment on work performance yielded an original sample value of 0.748, a T-statistic of 9.901, and a P-value of 0.000. Since the T-statistic exceeds 1.960 and the P-value is less than 0.05, it can be concluded that organizational commitment has a positive and significant effect on work performance. Thus, H_3 is accepted, meaning that the data support the research hypothesis. This indicates that higher levels of organizational commitment among Gen Z employees at Indomaret lead to better work performance; employees who feel a sense of attachment and loyalty to the organization tend to demonstrate greater responsibility, dedication, and effort in completing their tasks.

Table 5. Indirect Influence Test Results

	<i>Hypothesis</i>	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	<i>Information</i>
TR - OC $\rightarrow$ WP	H_4	0.257	2.722	0.007	The data support the hypothesis
RC - OC $\rightarrow$ WP	H_5	0.390	3.748	0.000	The data support the hypothesis

Source: Researcher-processed data findings, 2026

Mediation analysis was conducted to determine whether organizational commitment mediates the relationship between training, role clarity, and performance. A mediation effect is considered significant if the T-statistic exceeds the critical T-value (1.960) at a 5% significance level and the p-value is less than 0.05 (Hair et al., 2021). The results of the fourth hypothesis test (H_4) regarding the mediating role of organizational commitment in the relationship between training and work performance showed an original sample value of 0.257, a T-statistic of 2.722, and a p-value of 0.007. Since the T-statistic exceeded 1.960 and the p-value was below 0.05, it is concluded that organizational commitment positively and significantly mediates the relationship between training and work performance. Thus, H_4 is accepted, meaning that the data support the research hypothesis. These findings indicate that the impact of training on the work performance of Gen Z employees at Indomaret occurs through enhanced organizational commitment; employees who perceive the benefits of professional development provided by the company tend to exhibit higher levels of commitment, thereby driving them to achieve optimal performance.

Furthermore, the fifth hypothesis (H_5) test showed that organizational commitment significantly mediates the relationship between role clarity and work performance (Original Sample = 0.390; T-statistic = 3.748; p-value = 0.000). Since the T-statistic exceeds 1.960 and the p-value is below 0.05, H_5 is accepted. These findings indicate that clearer role understanding strengthens organizational commitment, which subsequently improves the work performance of Gen Z employees at Indomaret.

The mediation analysis also found that organizational commitment acts as a full mediator in the relationship between training and work performance, as well as between role clarity and work performance. This indicates that the effects of both variables on work performance are fully transmitted through organizational commitment.

The initial findings indicate that training fosters organizational commitment among Gen Z Indomaret employees in Jakarta. This is evidenced by the respondents' assessments, which highlight that training prepares them to work more effectively, enhances their skills and knowledge, improves performance, and provides a clear understanding of company expectations. Training also builds confidence in task execution, leading employees to feel more competent and satisfied with their work, thereby strengthening their attachment to the organization. Thus, training not only enhances technical capabilities but also cultivates a positive attitude toward the job and the company. These findings also reflect the respondents' characteristics, as the group is predominantly composed of Gen Z individuals in the early stages of their working lives, with tenures ranging from one to three years. At this stage, training plays a crucial role in facilitating adaptation to the retail work environment, enhancing competence, and bolstering readiness to meet job demands. These factors contribute to a greater sense of emotional and psychological well-being regarding the company. These results align with the research of Hosen et al. (2024) and Khan (2024), which demonstrates the impact

of training on organizational commitment.

The second finding indicates that role clarity fosters organizational commitment among Gen Z employees at Indomaret. This is evidenced by the respondents' understanding of job objectives, authority, responsibilities, and company expectations, enabling them to work in a more focused manner aligned with established standards. Role clarity also minimizes confusion during task execution, builds trust in the organization, and enhances the willingness to contribute to achieving company goals. Furthermore, it assists employees in adapting to operational procedures and collaborating with colleagues without task overlap, thereby strengthening their attachment to the organization. These findings align with the respondents' characteristics—predominantly cashiers, sales associates, and assistant store managers with distinct duties, all within the early stages of their careers and still developing professional experience. In this context, role clarity accelerates adaptation to the retail work environment while simultaneously reinforcing commitment to the company. These results are consistent with the research of Kim (2020) and Ahmed et al. (2022), which demonstrates the impact of role clarity on organizational commitment.

The third finding indicates that organizational commitment enhances the work performance of Gen Z employees at Indomaret in Jakarta. Among all the variables tested, this relationship represents the most dominant direct influence on performance improvement. This is reflected in the employees' emotional bond with the company, their desire to remain employed, the conviction that joining Indomaret was the right decision, and their willingness to fulfill their professional obligations. Such commitment is also demonstrated by their ability to complete tasks on time, maintain work quality, and remain focused on company targets. A strong attachment to the organization drives employees to work consistently, even when facing high operational demands. These findings are reinforced by the respondent profile, predominantly women aged 21–23 with one to three years of tenure, indicating that most have moved past the initial adaptation phase and have a solid understanding of the company's work culture and operational procedures. These factors support their ability to maintain consistent work quality and performance. These results align with the research by Pradhan et al. (2023) and Hosen et al. (2024), which demonstrates that organizational commitment influences work performance.

The fourth finding indicates that organizational commitment mediates the relationship between training and the work performance of Generation Z Indomaret employees in Jakarta. This is reflected in respondents' assessments, which state that training helps them prepare effectively for their tasks, enhances performance, and strengthens their emotional bond with the company. These findings demonstrate that the benefits of training extend beyond competence enhancement to include the fostering of organizational attachment, which is manifested in the execution of work in accordance with operational standards. Training enables employees to understand work processes, company values, and organizational expectations, thereby cultivating a greater sense of ownership and responsibility. As organizational commitment strengthens, employees are motivated to work with greater discipline, maintain work quality, and achieve company targets. This finding is reinforced by the prevalence of respondents with one to three years of tenure, who are generally capable of applying training outcomes while simultaneously internalizing the organizational culture. These results align with the research of Hosen et al. (2024) and Khan (2024), which indicates that organizational commitment mediates the relationship between training and work performance.

The fifth finding indicates that organizational commitment mediates the relationship between role clarity and the work performance of Generation Z Indomaret employees in Jakarta. This is reflected in the respondents' understanding of job objectives, authority, and responsibilities, which fosters the conviction to remain with Indomaret and achieve company targets. Role clarity provides a clearer sense of direction, reduces uncertainty in task execution, and cultivates a sense of ownership and responsibility toward the organization. As commitment strengthens, employees are motivated to work with greater focus, meet targets, and maintain the quality of their output. The mediating role of organizational commitment emerged as the most dominant pathway in this study. These findings align with the respondents' characteristics, many of whom work as cashiers and assistant store managers where clarity regarding tasks, authority, and target achievement is essential. Furthermore, as these respondents are in the early stages of their careers and still developing professional experience, role clarity helps reinforce commitment and supports performance achievement. These results are consistent with research by Kim (2020) and Ahmed et al. (2022), which demonstrates that organizational commitment can mediate the relationship between role clarity and work performance.

CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Based on the findings, it can be concluded that training and role clarity are crucial factors in fostering organizational commitment among Generation Z employees at Indomaret Jakarta. Training, which enhances

knowledge, skills, and work readiness, combined with clarity regarding goals, authority, and responsibilities, enables employees to better understand their roles, thereby cultivating a sense of ownership and attachment to the company. Furthermore, organizational commitment emerges as the strongest direct factor influencing work performance. Employees with high commitment tend to demonstrate greater responsibility, maintain work quality, meet targets, and adhere to the company's operational standards. Organizational commitment also serves as the mechanism linking training and role clarity to work performance. Of the two pathways, the relationship between role clarity and work performance mediated by organizational commitment stands out as the most dominant. Overall, improving the performance of Generation Z employees at Indomaret depends not only on competence and role clarity but also on strengthening organizational commitment as the primary foundation for optimal performance.

Based on the research findings, Indomaret's management needs to prioritize strengthening organizational commitment as a key factor in enhancing the work performance of Generation Z employees. The results indicate that organizational commitment directly influences work performance and fully mediates the relationship between training, role clarity, and work performance. This implies that efforts to improve training and role clarity should be directed primarily toward strengthening employee commitment to achieve optimal performance. Strengthening organizational commitment can be achieved through training that not only enhances competence but also introduces the company's culture, values, operational standards, and career development opportunities. Meanwhile, role clarity must be prioritized, as it exerts a greater influence on organizational commitment than training does. Clarity regarding tasks, responsibilities, authority, targets, and work expectations needs to be consistently communicated through orientations, briefings, job descriptions, and periodic evaluations. Such clarity helps reduce ambiguity, improves work comfort, and strengthens employees' attachment to the organization. Consequently, Indomaret's human resource development strategy needs to integrate high-quality training, role clarity, and the strengthening of organizational commitment. This approach is expected to cultivate Generation Z employees who are more committed, productive, and consistent in achieving organizational targets.

This study has several limitations that should be noted. First, the research was limited to Generation Z employees at Indomaret outlets in Jakarta; therefore, the findings cannot be generalized to other regions, retail companies, or sectors with different characteristics. Second, the respondents were predominantly female, aged 21–23, with over three years of work experience; these characteristics may have influenced perceptions regarding the study variables. Third, the use of a questionnaire within a quantitative approach captured only respondent perceptions and did not delve deeply into work experiences or underlying psychological and organizational factors. Future research is encouraged to broaden the scope of respondent characteristics and geographic locations, as well as to employ qualitative or mixed-methods approaches to gain a more comprehensive understanding.

Future research could be expanded by incorporating variables such as employee engagement, job satisfaction, leadership, work motivation, and career development, as well as by examining other mediating or moderating variables. The scope of the study could also be broadened to include other retail companies or different industrial sectors to enhance the generalizability of the findings. Furthermore, employing a longitudinal approach or mixed-methods design could be considered to gain a deeper understanding of the formation of organizational commitment and the enhancement of work performance.

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