

Organizational Commitment Among Gen Z: The Role of Job Security, Development, and Well-being

*Dr. Pratiksha Tiwari

ABSTRACT

This study investigates the influence of job security, training and development opportunities, compensation practices, and employee mental well-being on organizational commitment among Generation Z professionals in the Delhi NCR region. Adopting a mixed-methods approach, both qualitative and quantitative data were gathered to explore the multidimensional nature of organizational commitment. The research employed exploratory and confirmatory factor analysis to validate the factor structure, followed by structural equation modelling to examine relationships among constructs.

The results indicate that job security and training and development have a significant positive impact on employee mental well-being, which, in turn, positively influences organizational commitment. Compensation, while initially considered, did not emerge as a significant direct predictor in the final structural model. Mediation analysis revealed that employee mental well-being fully mediates the relationship between training and development and organizational commitment and partially mediates the relationship between job security and commitment.

These findings align with the Job Demands-Resources (JD-R) model and highlight the growing importance of psychological resources in driving commitment, especially for Gen Z employees who prioritize mental health, personal development, and value-based engagement over traditional job tenures. The study provides actionable insights for organizations to design evidence-based HR strategies that support psychological well-being and foster long-term organizational loyalty in the emerging workforce.

KEYWORDS

Organizational Commitment, Generation Z, Job Security, Training and Development, Mental Well-being, Compensation.

*Associate Professor, Delhi Institute of Advanced Studies, Delhi, India



INTRODUCTION

Organizational commitment is widely recognized as a pivotal construct influencing employee behaviour and, consequently, organizational performance. It transcends the traditional boundaries of job satisfaction or momentary engagement by encapsulating employees' emotional attachment, identification with organizational values, and willingness to exert discretionary effort for the achievement of organizational goals. Employees demonstrating high levels of organizational commitment are more likely to remain with the organization, contribute proactively, and exhibit a heightened sense of responsibility toward their roles.

The essence of organizational commitment lies in the creation of a supportive and inclusive work environment where employees feel valued, empowered, and aligned with the mission and vision of the organization. Unlike superficial incentives or temporary perks, organizational commitment is fostered through deeper cultural dimensions—such as mutual respect, open communication, and trust in leadership. When employees perceive that their contributions are acknowledged and their well-being prioritized, they are more inclined to internalize organizational goals and sustain long-term engagement.

Organizational commitment is shaped by a confluence of factors, including job security, training and development opportunities, mental well-being, and compensation practices. Job security serves as a psychological anchor, allowing employees to focus on their tasks without anxiety over employment continuity. Equally, access to continuous professional development and upskilling initiatives reflects an organization's commitment to employee growth, fostering a sense of loyalty and preparedness for future roles. Mental well-being has emerged as a critical dimension of commitment, wherein psychological safety, stress management, and emotional support significantly impact an employee's capacity and willingness to remain committed. Furthermore, equitable and competitive compensation structures act as tangible validations of employee contributions, reinforcing both satisfaction and organizational loyalty.

Organizational commitment (OC) represents the psychological bond employees develop with their organizations, significantly influencing productivity, retention, and discretionary behavior. While traditional research emphasizes job satisfaction or tenure-based loyalty, modern workforce dynamics—especially among Generation Z—require rethinking commitment paradigms. Gen Z, born between 1997 and 2012, prioritizes meaning, psychological well-being, and growth over stability. Post-pandemic transformations have only heightened the need to investigate their workplace expectations and behaviors.

This cohort is defined by digital fluency, a strong desire for meaningful work, and elevated expectations regarding

corporate social responsibility, diversity, and transparency. Unlike previous generations, Generation Z employees often prioritize growth opportunities, work-life integration, and value alignment over long-term tenure. Their commitment to an organization is thus contingent upon the quality of their experience, including career mobility, flexible work arrangements, and real-time feedback mechanisms. As such, organizational strategies aimed at fostering commitment must evolve to accommodate the unique aspirations of this demographic.

A comprehensive understanding of organizational commitment must integrate these generational insights with evidence-based human resource practices. By aligning organizational goals with the personal and professional aspirations of employees—particularly the emerging Gen Z workforce—organizations can cultivate a committed, resilient, and high-performing workforce. Consequently, organizational commitment becomes a strategic imperative that not only enhances employee retention and productivity but also contributes to sustainable competitive advantage.

Despite a vast body of OC literature, few empirical studies explore OC through the lens of Gen Z in the Indian context, particularly using rigorous statistical tools such as SEM. Most Indian studies emphasize older generational cohorts or IT/ITES sectors, neglecting the growing Gen Z workforce in other service sectors. Thus, this research explores how job security, training and development, compensation, and mental well-being influence Gen Z's organizational commitment in Delhi NCR.

LITERATURE REVIEW

Organizational commitment has been extensively studied over the years, particularly in relation to its influence on employee retention, performance, and engagement. However, there remains a gap in understanding how this concept applies specifically to Generation Z employees—those born between 1997 and 2012—who exhibit unique preferences, work values, and expectations. While prior studies have established a range of independent variables (IDVs) that influence organizational commitment, including job security, training and development, compensation practices, and employee well-being, there is a need to re-examine these within the context of Gen Z. To identify relevant constructs, a comprehensive literature review was conducted that drew upon multiple theoretical models, such as Meyer and Allen's Three-Component Model of Commitment, the Social Exchange Theory, and the Job Demands-Resources Model. These models provide robust frameworks to explain the psychological mechanisms behind employee attachment to organizations. Accordingly, this study adopts constructs that are strongly supported in literature, ensuring conceptual relevance rather than predefining variables arbitrarily.

Organizational commitment, conceptualized as the psycho-

logical attachment and loyalty of employees to their organizations, is widely regarded as a critical determinant of organizational effectiveness and long-term sustainability. It transcends mere job satisfaction, encompassing affective involvement, normative alignment, and continuance intention (Meyer & Allen, 1997). In the IT sector, where turnover rates are relatively high, understanding the drivers of commitment—particularly among Generation Z employees—is critical for organizational sustainability (Kundu & Gahlawat, 2016). Contemporary organizations operate in increasingly volatile environments, necessitating a reevaluation of the antecedents of commitment—particularly as Generation Z enters the workforce with distinct professional orientations, values, and expectations. This literature review explores four principal antecedents—job security, training and development, compensation practices, and mental well-being—in shaping organizational commitment, particularly through the lens of Generation Z.

Job Security

Historically, job security has been identified as a cornerstone of employee stability and commitment. Employees who perceive their roles as secure are more likely to demonstrate loyalty, reduced turnover intentions, and increased organizational citizenship behaviors (Harvey et al., 2014). However, the notion of job security has undergone a paradigmatic shift in the context of Generation Z. Anand et al. (2023) explores how job security, insecurity, and burnout—framed as COVID-19-related events—affect organizational commitment, using event system theory. Findings show that job insecurity and burnout reduce commitment, even with benevolent leadership as a mediator. Unlike their predecessors, Gen Z employees are less inclined toward lifelong employment in a single organization; rather, they emphasize career resilience, continuous learning, and adaptability (Cleary, 2020). Fleming (2024) argues that for this cohort, perceived employability—the belief in one's capability to obtain and maintain employment—has replaced traditional job security as a driver of organizational attachment. Therefore, fostering psychological security through transparent communication, internal mobility pathways, and skill-based employment strategies is essential to enhancing commitment among Gen Z employees.

Training and Development

Training and development initiatives have long been recognized for their role in building human capital and enhancing organizational commitment. Empirical evidence suggests that when employees perceive developmental opportunities as aligned with their personal and professional aspirations, they are more likely to reciprocate through sustained engagement and commitment (Grossmeier et al., 2020). For Generation Z, such opportunities are not optional but expected. This generation values organizations that prioritize upskilling, mentorship, and digital learning (Cvenkel,

2020). Furthermore, Haddon (2018) notes that interactive, gamified, and mobile-friendly learning modalities resonate more effectively with Gen Z's learning preferences. By integrating training as a strategic and individualized initiative, organizations can reinforce employees' perceptions of being valued and invested in, thereby fostering long-term organizational allegiance. Pandita and Kumar (2022) investigates job engagement (JOB) drivers among Gen Z in India's IT sector, focusing on perceived organizational support (POS), supervisor support (PSS), and co-worker relationships (COP). Based on 302 survey responses and structural equation modeling, all three factors positively influence JOB, with PSS having the strongest impact. Findings offer actionable insights for HR strategies to engage and retain Gen Z in IT companies.

Compensation Practices

Compensation is traditionally viewed as a fundamental hygiene factor in Herzberg's two-factor theory, essential for preventing dissatisfaction but not necessarily enhancing motivation. However, for Generation Z, compensation is evaluated through a more holistic and equitable lens. GIGI and Pavithra (2020) emphasize that while financial remuneration remains important, Gen Z also values non-monetary benefits such as wellness stipends, educational subsidies, and corporate social responsibility engagement. Graveling et al. (2008) support this assertion by noting that equitable compensation—perceived not just in monetary terms but in fairness and transparency—positively correlates with affective commitment. Haddon (2018) further highlights that compensation structures aligned with personal well-being and life goals significantly influence Gen Z's organizational attachment. Thus, designing inclusive and equitable compensation packages is imperative for cultivating sustained organizational commitment in the emerging workforce.

Mental Well-Being

Mental well-being, often overlooked in traditional organizational commitment models, has recently emerged as a pivotal determinant of employee loyalty and performance. In the wake of increasing workplace stressors, including technological overload and economic uncertainty, Generation Z exhibits heightened sensitivity to psychological safety, emotional health, and work-life integration (Grossmeier et al., 2020). Harvey et al. (2014) found that organizations failing to address mental health concerns experienced increased absenteeism, reduced engagement, and diminished organizational commitment. Cleary (2020) posits that Gen Z employees actively seek organizations that normalize mental health discourse and embed psychological safety into workplace culture.

Effective mental well-being strategies include offering mental health days, access to professional counselling, flexible work arrangements, and stress management workshops.

Haddon (2018) further notes that fostering open communication and empathetic leadership practices enhances psychological safety and strengthens employees' emotional bonds with the organization. Furthermore, mental well-being is interdependent with other factors—job insecurity exacerbates stress, inadequate training increases performance anxiety, and compensation that neglects wellness needs undermines trust (Fleming, 2024). Organizations that proactively integrate mental health into their human resource strategies are more likely to foster resilient and committed teams. According to Jain and Singhal (2020), organizations that implement wellness programs and foster inclusive cultures see a positive impact on organizational commitment.

While organizational commitment has been extensively studied over the decades, most existing research primarily focuses on older generational cohorts such as Baby Boomers, Gen X, and Millennials (Meyer & Allen, 1997). These studies often assume homogeneity in employee expectations and motivational drivers, overlooking the unique psychological, social, and occupational characteristics of Generation Z (Cleary, 2020; Cvenkel, 2020), who are now entering the workforce in significant numbers.

Moreover, traditional models of organizational commitment have largely emphasized structural factors such as compensation and job tenure, with relatively limited integration of mental well-being as a mediating construct, especially for the Gen Z demographic (Grossmeier et al., 2020; Harvey et al., 2014). As Gen Z exhibits heightened awareness of mental health and prioritizes meaningful work and psychological safety, a fresh evaluation of commitment antecedents is necessary (Fleming, 2024; Haddon, 2018).

Although some emerging literature addresses Gen Z's workplace behavior, empirical studies linking job security, training and development, compensation, and employee mental well-being with organizational commitment in an integrated framework remain scarce—particularly within the Indian context and urban corporate environments like Delhi NCR (Jehanzeb & Bashir, 2013; GIGI & Pavithra, 2020). Additionally, there is minimal use of robust analytical tools such as Structural Equation Modelling (SEM) in this specific thematic area, limiting our understanding of complex interrelationships and mediating effects (Bakker & Demerouti, 2007).

The integration of these four antecedents within commitment frameworks reflects a shift from transactional to transformational paradigms of employee engagement. Where earlier models emphasized economic exchanges, contemporary approaches underscore psychological contracts and emotional resonance. Generation Z, shaped by global uncertainty, rapid technological advancement, and heightened social awareness, seeks alignment between personal values and organizational practices. As such, antecedents of organizational commitment must be reconceptualized to include

both traditional structural supports and emergent psychological needs.

Theoretical Model

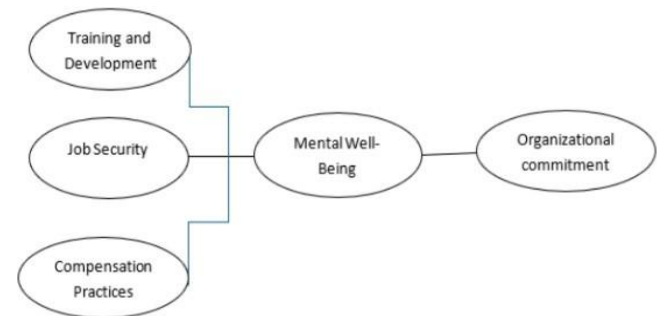


Figure 1: Theoretical Model

Objective and Hypothesis

To examine the influence of job security, training and development, compensation, and mental well-being on organizational commitment among Gen Z, and to assess the mediating role of mental well-being.

Hypotheses

H₁: Job security has a significant positive impact on Organizational Commitment for Gen Z.

H₂: Training and development opportunities positively influence Organizational Commitment for Gen Z.

H₃: Employees' mental well-being a significant positive impact on Organizational Commitment for Gen Z.

H₄: Compensation practices have a significant positive impact on Organizational Commitment for Gen Z.

H_{5a}: Employee Mental Well-being mediates the relationship between Job Security and Organizational Commitment.

H_{5b}: Employee Mental Well-being mediates the relationship between Training and Development and Organizational Commitment.

H_{5c}: Employee Mental Well-being mediates the relationship between Compensation Benefits and Organizational Commitment.

RESEARCH METHODOLOGY AND DATA ANALYSIS

This study adopts a mixed-methods research approach, integrating both qualitative and quantitative methods to comprehensively explore the interconnectedness of job security, training & development opportunities, mental wellbeing and compensation in fostering Organizational Commitment.

The combination of these methodologies ensures a holistic understanding of the research problem, allowing for both statistical validation and in-depth analysis.

The research variables considered in this study include compensation, job security, and training and development as independent variables, while Organizational Commitment serves as the dependent variable. The study targets working professionals in the Delhi NCR region, covering various industries and organizational structures. Employees working in different organizations across Delhi NCR form the unit of study.

A convenience sampling technique was employed to collect data from respondents. This non-probability sampling method was chosen based on the characteristics of the population and the objectives of the study. Respondents were screened based on their birth years (1997–2012) to ensure they belonged to Generation Z in the banking, retail, and education sectors. A preliminary question in the questionnaire ensured age-appropriate inclusion. Only responses from those falling into the Gen Z age bracket at the time of the study were considered for final analysis. The final sample size consists of 146 (Belonging to Gen Z) working professionals in Delhi NCR comprising of seventy-one females and seventy-five males were analysed. Data for this study was collected from both primary and secondary sources. Primary data was gathered through a structured questionnaire designed by the researcher, which aimed to collect responses on employee well-being, mental health, and key variables such as compensation, training and development, job security. Secondary data was sourced from journal articles, internet resources, blogs, and magazines relevant to the study's scope.

A questionnaire consisting of 25 questions, including demographic variables, was used to gather primary data. Study questions gathered responses on 5-point Likert Scale. The questionnaire was designed to measure key aspects of Organizational Commitment, job security, compensation, training, and stress levels in the workplace. To assess the feasibility of the study, a pilot study was conducted with 30 randomly selected respondents. After analysing the collected data, necessary corrections and modifications were made to the questionnaire to ensure clarity and reliability.

Exploratory and confirmatory factor analysis

For data analysis, Exploratory Factor Analysis (EFA) was conducted initially to identify the underlying factor structure of the items and to examine the dimensionality of each construct.

Principal Component Analysis with Varimax rotation was used, and factor loadings above 0.5 were considered significant. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity were used to assess the suitability of the data for factor analysis.

The measure of sampling adequacy i.e., Kaiser-Meyer-Olkin (KMO) measure which evaluates the proportion of variance in observed variables that might be caused by underlying factors is 0.745 which is above .65 (threshold limit) for various factors related to Organizational commitment for Gen Z. Thus, select items are appropriate to conduct an exploratory factor analysis. Bartlett's Test of Sphericity tests the significance of overall correlation among the items used for EFA, which was found to be significant with chi-square = 1409.234, $p=0.000$, for the constructs. EFA can be performed on the given set of data. The EFA derives seven constructs were identified whose eigenvalue is greater than 1. These seven constructs explain a total of 69.53 % of variance, The Varimax rotation refines the factor structure. Seven factors were identified through EFA and labelled based on the characteristics of the items clubbed under each factor based on factor loadings. These identified constructs are labelled as Training and Development (TD), Job Security (JS), Compensation Benefits (CB), Organizational Commitment (OC), Employee Mental Well Being (EMWB), Employee Engagement (EE), and Employee Well-being Initiatives (EWBI). Also, factor loadings of items and Cronbach's Alpha values of identified factors are given in Table 1. The Cronbach's Alpha value Employee Engagement (EE), and Employee Well-being Initiatives (EWBI) are 0.644 and 0.587 respectively which is moderately acceptable as threshold limit is 0.60. Given this, its inclusion in Confirmatory Factor Analysis (CFA) requires careful evaluation. Following EFA, Confirmatory factor analysis is employed to confirm reliability and validity of the structure. It assesses construct reliability (CR), average variance extracted (AVE), and factor loadings to determine whether Employee Engagement (EE), and Employee Well-being Initiatives (EWBI) meets the necessary reliability and validity criteria. If necessary, revising or removing weak items may improve internal consistency.

Final first order confirmatory factor model was subject for evaluation of reliability and validity. As discussed above to improve internal consistency, validity and model fit indices both Employee Engagement (EE), and Employee Well-being Initiatives (EWBI) has been dropped from the final first order CFA output. The Construct reliability and average variance extracted for each factor given in table 1. A combination of absolute, incremental and parsimony fit indices are used to evaluate the goodness of fit of the final first order CFA model(given in table 3) such as chi-square (χ^2) statistics, chi-square/ df (CMIN/DF), the root mean squared error of approximation (RMSEA),

Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Normed Fit Index (NFI). The goodness of fit indices for the final first order confirmatory model given is as follows: Chi-square (χ^2) statistics is 175.382 with 109 degree of freedom and $p=0.00$, chi-square/ df (CMIN/DF) is 1.609, RMSEA is 0.065, CFI is 0.94, TLI is 0.925, and NFI is 0.858.

Table 1: Factor Loading of Rotated Component Matrix, Cronbach alpha, Standardized Regression Weights of CFA with Construct Reliability and Discriminant Validity

Factors	Items	Source for Adaptation	Factor Loadings	Cronbach's Alph	Standardized Regression Weights	CR	AVE	MSV	ASV
Training and Development (TD)	Q25 Training and development helped me in the both personal and professional development.	Jehan-zeb, Bashir, (2013); Ahmad, & Bakar (2003)	.927	0.827	.979	0.851	0.608	0.092	0.050
	Q24 My organization has training and development policy applicable to all the employees		.925		.950				
	Q23 My training sessions helps in increasing my productivity at work		.686		.516				
	Q22 I am satisfied with the training being imparted by my organization		.553		.552				
Job Security (JS)	Q19 I am satisfied with the level of job security provided by the organization	Ashford et al. (1989). De Witte, (2005)	.810	0.793	.826	0.802	0.507	0.329	0.187
	Q20 I am satisfied with the level of job security my current position offers		.779		.619				
	Q18 I feel comfortable about the stability of my job in organization		.645		.703				
	Q21 I feel valued and secured in my role within the workplace		.640		.683				
Compensation Benefits (CB)	Q3 I am satisfied with the bonus scheme in my company	GIGI & Pavithra. (2020); Graveling, et al. (2008)	.866	0.816	.900	0.824	0.614	0.092	0.030
	Q2 I am satisfied with the retirement benefit plans from my organization		.835		.787				
	Q6 My organization provides insurance scheme for me and my family		.820		.642				
Organizational Commitment (OC)	Q12 I enjoy discussing my organization with people outside it	Meyer & Allen, (1997); Ryan & Deci. (2000).	.817	0.780	.739	0.780	0.542	0.329	0.158
	Q13 I really feel as if this organization's problems are my own		.779		.738				
	Q14 I feel like part of the family at my organization		.720		.731				
Employee Mental Well Being (EMWB)	Q16 I often feel emotionally drained after work	Grossmeier et al. (2020); Harvey et al. (2014)	.857	0.761	.836	0.776	0.539	0.280	0.153
	Q17 I feel that my organization values employee's wellbeing and takes proactive steps to manage workplace stress		.785		.724				
	Q15 I feel comfortable discussing my stress or mental health concerns with my senior		.639		.628				

Factors	Items	Source for Adaptation	Factor Loadings	Cronbach's Alph	Standardized Regression Weights	CR	AVE	MSV	ASV
Employee Engagement (EE)	Q7 Organization conducts engagement activities timely to keep me engaged	Haddon (2018); Cvenkel (2020)	.835	0.644	Dropped in CFA due to Reliability and Convergent validity issues				
	Q8 I want my organization to conduct engagement activities more frequently		.759						
	Q9 Engagement activities help me relieve my stress		.625						
Employee Well-being Initiatives (EWBI)	Q5 Team outings are organized by the organization	Grossmeier et al. (2020); Fleming (2024)	.803	0.587	Dropped in CFA due to Reliability and Convergent validity issues				
	Q4 My organization provide frequent medical checkups for the employees		.781						

Table 1 shows that the average variance extracted (AVE) of all five latent constructs is greater than the threshold value of 0.5 (Hair et al. 2015). Construct reliability (CR) for all six constructs is greater than the threshold value of 0.7 (Hair et al. 2015). Discriminant Validity is established if variance estimates are greater than the squared correlation estimate (Fornell & Larcker, 1981).

Relationships and Testing of Hypothesis

Final first order CFA model was further scrutinized for testing the relationship between various constructs. Figure 2 demonstrates the initial SEM model involving all paths between independent and dependent variables. Figure 3 presents the final mediation model, a few constructs that have the Insignificant paths were removed based on significance of standardized regression weights and their significance value. Standardized regression coefficients and their t-values obtained in the structural equation model (fig 3) are given in table 1. There is a direct positive impact of Job Security (JS) and training and development (TD) on Employee Mental Well Being (EMWB) with unstandardized regression coefficient $B=0.473, 0.197, t=4.747, 2.310, p=***, 0.021<0.01$ respectively with standardized regression coefficient as $\beta=0.479$ and 0.201 respectively. It also suggests there is a direct positive impact of Job security (JS) and Employee Mental Well Being (EMWB) on Organizational Commitment (OC), with unstandardized regression coefficient $B=0.429, 0.259, t=2.212, 2.212, p=***, 0.027<0.01$ respectively with standardized regression coefficient as $\beta=0.437$ and 0.260 respectively.

Mediation: The mediation analysis in this study was conducted using the widely accepted procedure proposed by Baron and Kenny (1986) to examine whether employee mental well-being mediates the relationships between key organizational factors (job security, training and development, and compensation benefits) and organizational commitment among Generation Z employees. Following the

four-step regression approach, we tested for (i) a significant total effect of the independent variable on the dependent variable, (ii) a significant effect of the independent variable on the mediator, (iii) a significant effect of the mediator on the dependent variable while controlling for the independent variable, and (iv) a reduction in the direct effect after introducing the mediator.

Complete Mediation: Training and development (TD) significantly impact Employee Mental Well Being (EMWB) and Employee Mental Well Being (EMWB) significantly impact Organizational commitment (OC) whereas Training and development (TD) does not significantly impact Organizational commitment (OC) and had to be removed from the model.

Partial Mediation: Relationships between Job Security (JS) & Employee Mental Well Being (EMWB) is significant; Employee Mental Well Being (EMWB) & Organizational Commitment (OC) is significant; Job Security (JS) and Organizational Commitment (OC) is significant. Standardized regression coefficient is $\beta_{JS \& EMBW} = 0.479$ and $\beta_{JS \& OC} = 0.437$ and $\beta_{EMWB \& OC} = 0.260$. Thus, Employee Mental Well Being (EMWB) is a significant partial mediator in Job Security (JS) and Organizational Commitment (OC).

The findings revealed partial mediation in the relationship between job security and organizational commitment (H_{sa}), where the inclusion of mental well-being reduced but did not eliminate the direct effect. In contrast, full mediation was found in the case of training and development (H_{sb}), where the direct effect became non-significant upon including the mediator. No evidence of mediation was observed between compensation benefits and organizational commitment (H_{sc}), as the conditions outlined by Baron and Kenny were not satisfied. These results underscore the pivotal role of mental well-being in enhancing organizational commitment, particularly in the context of job security and developmental opportunities.

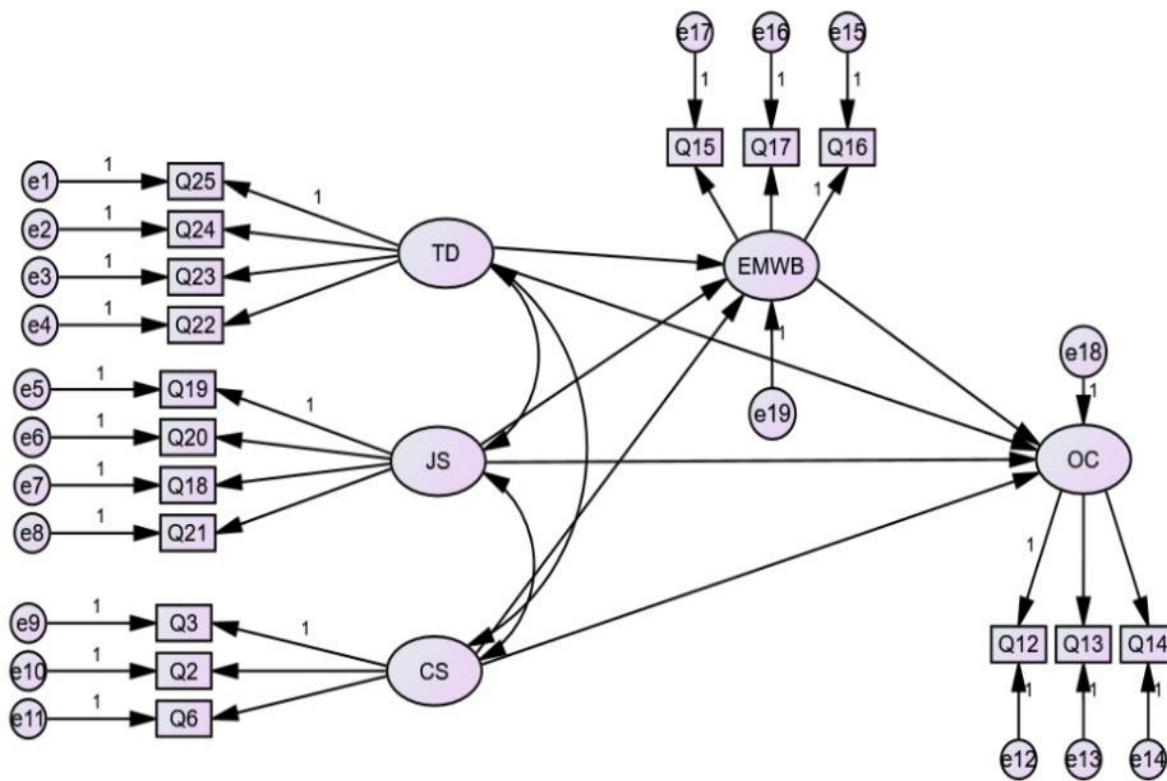


Figure 2: Mediation Model-Input

Following is the table 2 which indicate summary of status of various hypotheses which reflect the relationships being

examined in the paper. Table 3 provides the fit indices of the final model with significant paths.

Table2: Summary of Hypotheses Testing Results

S. No	Hypothesis	Status
1	H ₁ : Job security has a significant positive impact on Organizational Commitment for Gen Z.	Accepted
2	H ₂ : Training and development opportunities positively influence Organizational Commitment for Gen Z.	Not able to accept
3	Employees' mental well-being a significant positive impact on Organizational Commitment for Gen Z	Accepted
4	H ₄ : Compensation practices have a significant positive impact on Organizational Commitment for Gen Z.	Not Able to accept
5	H _{sa} : Employee Mental Well-being mediates the relationship between Job Security and Organizational Commitment.	Partial Mediation
6	H _{sb} : Employee Mental Well-being mediates the relationship between Training and Development and Organizational Commitment.	Full Mediation
7	H _{sc} : Employee Mental Well-being mediates the relationship between Compensation Benefits and Organizational Commitment.	Not able to accept

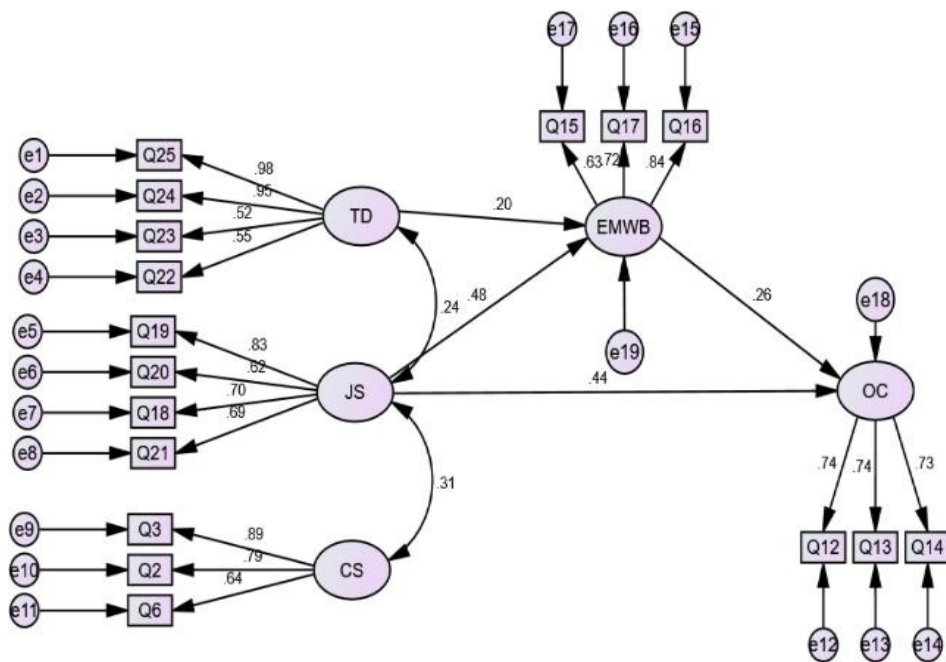


Figure 3: Final Mediation Model-Output

Table 3: Fit indices for Mediation Model

Model Fit Criteria	Parameter	First Order CFA Mode	Mediation Model	Threshold Value N>250 m>30	Decision
Result (Default model)	Chi-Square	175.382	177.107	-	-
	Df	109	113	-	-
	P Value	0.00	0.00	≥ 0.05	-
	CMIN/Df	1.609	1.567	≤ 3.00	Good Fit
Absolute Fit Indices	RMSEA	0.065	0.063	≤ 0.07	Good Fit
Incremental Fit Indices	IFI	0.941	0.943	≥ 0.90	Good Fit
	TLI	0.925	0.930	≥ 0.90	Good Fit
	CFI	0.94	0.942	≥ 0.90	Good Fit
	RFI	0.823	0.828	≥ 0.05	Good Fit
Parsimonious Fit Indices	PNFI	0.688	0.712	≥ 0.5	Good Fit
	PCFI	0.753	0.783	≥ 0.5	Good Fit

CONCLUSION

This study employed a quantitative method research approach to examine how compensation, job security, and training and development influence Organizational Commitment (OC), while exploring the mediating role of Employee Mental Well-being (EMWB) among professionals in the Delhi NCR region. The combination of quantitative and qualitative analyses provided both empirical validation and in-depth insights into the dynamics between the constructs.

The results indicate that Job Security (JS) and Training and

Development (TD) have a significant positive effect on EMWB, which in turn positively influences Organizational Commitment. These findings are consistent with prior research. For instance, studies have shown that job security significantly reduces psychological distress and promotes positive workplace attitudes (De Witte, 2005; Cheng & Chan, 2008), thereby enhancing organizational commitment (Ashford et al., 1989). Similarly, training and development opportunities not only improve employee competence but also boost morale and psychological well-being, fostering a greater sense of belonging and commitment to the organization (Jehanzeb & Bashir, 2013; Ahmad & Bakar, 2003).

The study further identified EMWB as a mediator between TD and OC (complete mediation), and between JS and OC (partial mediation). These mediation effects highlight the central role of employee mental well-being in strengthening the link between job resources and organizational outcomes. This aligns with the Job Demands-Resources (JD-R) model, which posits that organizational resources (e.g., training, job security) promote engagement and well-being, which in turn lead to positive outcomes like organizational commitment (Bakker & Demerouti, 2007).

Although compensation benefits (CB) were analyzed, the final structural model emphasizes the more significant influence of developmental and psychological variables, suggesting that intrinsic factors may outweigh extrinsic motivators in fostering long-term commitment—particularly when me-

diated by employee well-being (Ryan & Deci, 2000).

The validated CFA model demonstrated good fit, and all retained constructs met thresholds for reliability and validity. These findings provide strong empirical evidence supporting the importance of mental well-being in organizational behavior research.

Organizations aiming to enhance employee commitment should focus not only on external rewards such as compensation but also on creating a supportive psychological environment through stable employment and continuous learning opportunities. Promoting mental well-being acts as a catalyst in translating these initiatives into sustained organizational loyalty.

REFERENCES

- i. Ahmad, K. Z., & Bakar, R. A. (2003). The association between training and organizational commitment among white-collar workers in Malaysia. *International Journal of Training and Development*, 7(3), 166–185. <https://doi.org/10.1046/j.1360-3736.2003.00182.x>
- ii. Anand, A., Dalmasso, A., Vessal, S. R., Parameswar, N., Rajasekar, J., & Dhal, M. (2023). The effect of job security, insecurity, and burnout on employee organizational commitment. *Journal of Business Research*, 162, 113843.
- iii. Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32(4), 803–829. <https://doi.org/10.5465/256569>
- iv. Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- v. Cheng, G. H. L., & Chan, D. K. S. (2008). Who suffers more from job insecurity? A meta-analytic review. *Applied Psychology*, 57(2), 272–303. <https://doi.org/10.1111/j.1464-0597.2007.00312.x>
- vi. Cleary, M. (2020). Mental health and well-being in the workplace: A healthcare perspective. *Journal of Workplace Studies*, 45(3), 287–299.
- vii. Cvenkel, N. (2020). Employee perspectives on mental health and well-being in the workplace: A qualitative analysis. *Human Resource Development Review*, 19(4), 415–432.
- viii. De Witte, H. (2005). Job insecurity: Review of the international literature on definitions, prevalence, antecedents and consequences. *SA Journal of Industrial Psychology*, 31(4), 1–6. <https://doi.org/10.4102/sajip.v31i4.200>
- ix. Fleming, J. (2024). Employee well-being interventions: A critical analysis. *Occupational Health Journal*, 52(1), 15–29.
- x. GIGI, G. S., & Pavithra, R. (2020). Analyzing mental well-being and organizational outcomes during COVID-19. *Journal of Business Studies*, 30(2), 112–127.
- xi. Graveling, R., Crawford, J. O., Cowie, H., Amati, C., & Vohra, N. (2008). Workplace stress and its impact on productivity. *International Journal of Workplace Health*, 22(1), 45–60.
- xii. Grossmeier, J., Hamilton, D., Kirsten, W., Spangler, K., & Smith, S. (2020). Best practices for workplace mental health and well-being interventions. *Journal of Employee Well-being*, 36(2), 98–112.
- xiii. Haddon, L. (2018). The role of employee well-being in workplace productivity. *HR Management Review*, 28(1), 67–82.
- xiv. Harvey, S. B., Joyce, S., Tan, L., Johnson, A., Nguyen, H., Modini, M., & Growth, S. (2014). Mental health and work per-

formance: A review of the literature. *Journal of Occupational Health Psychology*, 19(4), 321–345.

- xiv. Jain, R., & Singhal, A. (2020). Employee well-being and organizational commitment: A study in Indian IT sector. *Journal of Organizational Psychology*, 20(1), 52–66.
- xv. Jehanzeb, K., & Bashir, N. A. (2013). Training and development program and its benefits to employees and organizations: A conceptual study. *European Journal of Business and Management*, 5(2), 243–252.
- xvi. Kundu, S. C., & Gahlawat, N. (2016). Effects of employee retention practices on perceived firm and innovation performance. *International Journal of Innovation and Learning*, 19(1), 25-43.
- xvii. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. SAGE Publications.
- xviii. Pandita, D., & Kumar, A. (2022). Transforming People Practices by Re-Structuring Job Engagement Practices for Generation Z: An Empirical Study. *International Journal of Organizational Analysis*, 30(1), 115-129.
- xix. Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54–67. <https://doi.org/10.1006/ceps.1999.1020>