
DIFFERENCES IN COMMITMENT ENHANCEMENT TO THE ORGANIZATION BETWEEN GENERATION X AND GENERATION Y (ANALYSIS OF EMPOWERMENT AND VALUES)

Susi Adiawaty¹, Anoesyirwan Moeins², Widodo Sunaryo³

Universitas Pakuan, Jawa Barat, Indonesia

s.adiawaty0212@gmail.com¹, profanoesyirwan@gmail.com², widodosunaryo@unpak.ac.id³

ABSTRACT

This research aims to determine and analyze differences in increasing commitment to the organization between Generation X and Generation Y. The method used in this research is descriptive with a qualitative approach. The research results found a significant difference in the level of commitment to the organization between Generation X and Generation Y. This difference can be attributed to differences in perceptions of empowerment and organizational values. Generation Y tends to show higher levels of commitment because they are more open to participation in decision-making and value flexibility, innovation, and opportunities for development. They accept and are encouraged by empowering practices within the organization and values that align with their personal and professional aspirations. On the other hand, Generation X, although recognizing the importance of empowerment and organizational values, may need to be more skeptical or have lower expectations, which affects their level of commitment to the organization. This research has implications for Generation Y; organizations can focus on implementing broader empowerment practices, providing space for participation in decision-making, and providing opportunities for innovation and professional development. Meanwhile, for Generation X, efforts can be focused on clarifying organizational values and providing a more personalized approach to supporting their career development. Additionally, organizations can also consider customized training and development programs to suit the needs and preferences of different generations. Thus, this research provides valuable insights for human resource management in responding to generational differences in the workplace to increase the level of commitment and overall organizational performance.

Keywords: Increased Commitment, Organization, Empowerment.

Corresponding Author: Susi Adiawaty

E-mail: s.adiawaty0212@gmail.com



INTRODUCTION

Human development is a development that is punctuated by various stages of life. This involves a cognitive, emotional, and behavioral experience. Over time, differences in attitudes or values are often attributed to generations. The existence of this generation means that individuals can be observed based on their nature, characteristics, and life cycle (Solikha & Purba, 2022). A generation is defined as a group of people born in the same era, shaped by the same time, and influenced by the same social markers; in other words, a generation is a group united by age and stage of life, conditions, and technology, events and experiences ("Analysis Differences in the Behavior of Generations X and Y in Considering Hotel Attributes When Making Online Hotel Reservations," 2019).

The emergence of various generational groups is due to historical events that have occurred alongside the ever-progressing development of time. There are four common generational groups:

Traditionalists, Baby Boomers, Generation X, and Generation Y or Millennials. However, as the generations age, Generation X and Generation Y attract the attention of many researchers, given the significant numbers of these two generations dominating the global population (Yasin et al., 2019).

Generation X is a generation born between 1961 and 1980. Generation repeat. Meanwhile, Generation Y is a generation born between 1981 and 2000, and they have the characteristics of being difficult to be loyal to a brand, easily influenced by social media, very dependent on technology, and looking for something that is trending but at an affordable price (Yasin et al. al., 2019).

The mixed generation in the workplace is nothing new. Organizations or companies need to understand and pay great attention to how to deal with management, including when there is a gap in the meaning of work attitudes between generations (Nindyati, 2017). The performance of individual employees greatly influences the success of an organization. Every organization always tries to improve employee performance to achieve goals. One indicator that can improve employee performance is organizational commitment. Employees with high commitment are expected to be able to produce optimal performance (Angraini et al., 2021). Organizational commitment is a strong desire to remain a member of a particular organization, the desire to try hard in accordance with the wishes of the organization, as well as certain beliefs and acceptance of the organization's values and goals (Nurandini & Lataruva, 2014).

Organizational commitment shows the psychological state that identifies the organization and the various things that influence the organization and behavior. When there is a high level of individual commitment to an organization, this phenomenon leads to good results for the individual and the organization (Raharjo et al., 2023). Organizational commitment has three dimensions of attitudinal perspective, namely value commitment, which is a firm belief in and acceptance of the goals and values of the organization; effort commitment, namely a strong willingness to dedicate greater effort to benefit the organization; and retention commitment is a strong desire to remain a member of the organization (Khan et al., 2021).

Previous research conducted by (Azizah, 2019) shows that there are differences in affective Commitment between Generation X and Generation Y of state civil servants. In terms of continuity commitment, there is no difference in continuity commitment between Generation X and Generation Y in the state civil service. Normative commitment shows that there is no difference in normative Commitment between Generation X and Generation Y of the state civil apparatus. The novelty of this research is increasing organizational Commitment between Generation X and Generation Y by analyzing the influence of empowerment and values.

Organizational commitment has an important role in improving employee performance. Bearing in mind that employees are the human resources that organizations need, increasing employee performance through organizational commitment is important. In an organization, there are various generations, so the strength of commitment to the organization is affected. Thus, this research aims to determine the difference in increasing commitment to the organization between Generation X and Generation Y by analyzing the influence of empowerment and values.

METHOD

This research uses a descriptive method with a qualitative approach. Descriptive research is a research strategy in which researchers investigate events and phenomena in the lives of individuals and ask one or a group of individuals to tell stories about their lives (Sundler et al., 2019). Meanwhile, qualitative research is a research approach used to understand complex phenomena in depth through descriptive and interpretive analysis of non-numerical data. This method emphasizes collecting data in the form of narratives, words, or images that allow researchers to explore subjective meaning from the participant's perspective in a natural context (Abdussamad & Sik, 2021).

The data collection technique is documentation, which can be interpreted as a data collection technique through written materials published by the institution that is the object of research (Yusra et al., 2021). These data sources include books, scientific journals, articles, research reports, theses, and other documents that can provide the information and insight needed. The data that has been collected is then analyzed in three stages, namely data reduction, data presentation, and conclusion.

RESULTS AND DISCUSSION

Companies are required to have quality human resources (HR) (Cahyani, 2019). Human resources in a company have roles and functions that are very important for achieving company goals. Human resources here include all humans in the organization, namely those involved in the company's operational activities from the lowest level to the top level (top management); even though they are at different levels, all elements of human resources have the same role. Regarding whether or not the company's goals are achieved, neglect of one part results in hampering the achievement of the company's goals. The success or failure of a company in achieving previously set goals depends greatly on the capabilities of its human resources or employees (Melizawati, 2015).

Employee performance will have a significant impact on company performance. The performance of employees cannot be separated from the commitment of employees. Organizational commitment is defined as an employee's alignment with a particular organization as well as its goals and desires to maintain membership in that organization (Sutanto & Ratna, 2015). Someone who has a strong desire is available to work for the sake of the organization and believes in the organization is a member who has high commitment or is committed to the organization/group. When someone is committed to an organization or group, it means that he or she must adapt to the values and norms that exist in that organization and also match the steps toward the same goal (Abni & Hamdani, 2023).

Organizational commitment can be used to reflect employee attitudes that are useful for the organization. Organizational commitment to the organization is an important attitude measure that can be used to evaluate the ability of workers to survive in an industry (Atrizka et al., 2020). Individual commitment to the organization is considered important because employees who have a high commitment to the organization will have a professional attitude and uphold the values agreed upon within the organization (Yunus & Syahribulan, 2022).

Employees who have a high commitment to their company will also perform well. High commitment can be seen from how much employees involve themselves in the activities of their organization or company, inside and outside of their duties and responsibilities (Utari & Heryanda,

2021). According to Meyer and Allen (Pane & Fatmawati, 2017), there are 3 levels of commitment dimensions, namely:

1. Affective commitment concerns the emotional attachment of work to identification with and involvement in the organization.
2. Normative Commitment concerns workers' feelings of obligation to stay with the organization because it is workers' feelings of obligation to do so.
3. Continuity Commitment involves commitment based on the costs associated with employees leaving the organization. This may be due to loss of seniority for promotion or benefits.

Kusumaputri (Addina & Nasution, 2022) revealed seven factors that can influence employee work commitment to organizational commitment, namely:

1. Job-related factors
It is an output that is related to work factors that are quite important at the individual level, roles in work, and other less obvious things that will influence organizational commitment, such as promotion opportunities and so on.
2. Member opportunities (employee opportunities)
Member opportunities will affect organizational commitment; employees who still have a high chance of working elsewhere will reduce employee work commitment, and vice versa.
3. Individual characteristics
Influential individual characteristics such as age, length of service, level of education, personality, and matters relating to the individual (character).
4. Work environment
The work environment can influence work commitment; one of the work environment conditions that has a positive impact on organizational commitment is a sense of belonging to the organization.
5. Positive relationship
Positive relationships mean that the relationship between members, both with superiors, colleagues, and subordinates, and a sense of mutual respect will lead to high work commitment.
6. Organizational structure
A flexible organizational structure is more likely to contribute to increasing the commitment of its members, and management can increase the commitment of its members by providing them with better direction and influence.
7. Management style
A management style that is not appropriate to the context of its members' aspirations will reduce the level of organizational commitment.

Performance is the result of productivity and effectiveness based on the number of services produced or resources used in production (Supomo, 2014). Performance can also refer to someone's behavior that is relevant to company goals. Assessment of employee performance needs to be carried out well because if employees have a decline in performance, education and training can be carried out in order to get a better job in the future (Fermayani et al., 2023). Competent human resources with good performance can support business success. On the other hand, incompetent

human resources and poor performance are competitive problems that can put a company at a loss (Pranata et al., 2020).

There are three generations of the workforce in an organization or company, namely, the Baby Boomers generation who were born between 1943 and 1960, the Xers generation (generation Most of the current workforce consists of generation X and generation Y (Pratiwi et al., 2023). At this time, Generation Y is the dominant workforce that fills human resource needs. Generation Y are individuals born in 1980-2000. This generation was born in the era of the development of information technology and the world of education, so it has different characteristics compared to previous generations. For example, generation Y pays more attention to aspects of work-life balance than Generation X. Each generation has different characteristics. Gen Y is critical when doing something. The fact that what Generation Y will do must have added value for them individually so that what Generation Y does will be in line with what they expect.

Generation Y is a generation that grew and developed during the development of technology in human life. Generation Y can have greater access to information and technological developments. Generation Y is a generation that is able to utilize social media as a daily activity, which is different from Generation X, the previous generation (Adiawaty, 2021). Meanwhile, the Generation X group does not like bosses who only give orders without any role models. At first, generation X tended to be doubtful or lack trust in powerful superiors. As a result, the Generation X group will test their superiors first. The act of testing can be in the form of attitudes or actions to determine the capacity of the leader. This is, of course, different from the second largest group, namely Generation Y. In the eyes of Generation Y, even though they test authority figures, they will look for authority figures if they need guidance or guidance in their work.

If we look at the characteristics of Generation X or Generation Y, there are several possible reasons why interactions between employees from different generations are mostly only related to work. Firstly, several previous studies found that Generation X generally has a skeptical, closed, and very independent attitude. This makes Generation X interact less with other generations outside of work-related matters because they prefer to focus on themselves. Apart from that, generation Y tends to change places of work because this generation has several work preferences that are difficult to fulfill. This makes Generation Y have less time to interact with other generations outside of work-related matters because the time they have is spent more on adapting to their new job, compared to building informal relationships with other generations (TI, 2021).

Generational differences have an impact on communication styles, technology needs, professional development options, expected work environment, compensation and benefits, leadership styles, and the effectiveness of reward systems. Employers need to identify the characteristics of each generation and pay attention to the work environment for the productivity of employees from each generation. Employers need to provide employees with the information and skills needed to understand the characteristics of each generation. The different and unique characteristics of generations X and Y need to be addressed well so that companies can face challenges related to organizational commitment. Companies must pay attention to more than just the quantity of production and also human resources to be able to compete in this era of globalization (Amin & Rahmiati, 2018).

The results of the analysis show that Generation Y tends to show a higher level of commitment to the organization than Generation X due to differences in perceptions of empowerment and organizational values between the two generations. Generation Y, which tends to be more open to participation in decision-making and places great value on flexibility, innovation, and opportunities for development, is more accepting of and encouraged by empowering practices in organizations and values that align with their personal and professional aspirations. Meanwhile, generation Therefore, understanding these differences can help organizations design human resource management strategies that are more effective and appropriate to the characteristics of different generations.

CONCLUSION

Based on the research results, it was found that there is a significant difference in the level of commitment to the organization between Generation X and Generation Y, which can be attributed to differences in perceptions of empowerment and organizational values. Generation Y tends to show higher levels of commitment because they are more open to participation in decision-making and value flexibility, innovation, and opportunities for development. They accept and are encouraged by empowering practices within the organization and values that align with their personal and professional aspirations. On the other hand, Generation X, although recognizing the importance of empowerment and organizational values, maybe more skeptical or have lower expectations, which affects their level of commitment to the organization. Knowledge of these differences allows organizations to design human resource management strategies that are more effective and appropriate to the characteristics of different generations.

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