

Differences between Generation X and Generation Y in Job Involvement and Commitment: A Study in Event Organizer Companies

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ABSTRACT

Human resources are a prerequisite part of organizations. Generation differences are challenging for human resources executives as they undertake to manage unconventional behavior and values in the organization. This investigation explored the distinctions between Generation X and Generation Y about job involvement, organizational commitment, professional commitment, and team commitment. We carried out a designed survey for 30 full-time employees of three events organizing companies in South Jakarta. We used Wilcoxon analysis in the analysis. The only variable with different values for the Generation X and Generation Y sub-samples was organizational commitment. The other variables showed no significant differences. The findings have implications for companies' human resources practices, as they show that there are few differences in the work attitudes of Generation X and Generation Y.

Keywords: job involvement, organizational commitment, professional commitment, team commitment.

1. INTRODUCTION

Researchers have indicated that different generations' work-related behavior, characteristics, and values are likely to influence their involvement in numerous facets of the organization. Generation differences challenge human resource managers seeking to deal with and work with individuals of various ages (Singh and Gupta 2016). Job involvement is related to organizational commitment, as both are associated with an employee's identification with their work experience, but the designs are discrepancies. Job involvement is more strictly connected to the testimony of one's actual work scheme,

whereas organizational commitment is more closely related to identifying one's sense of belonging and commitment to the organization. Organizational commitment is commonly considered in the organizational management literature because of its relationship to absenteeism, turnover, and employee performance (Bentein et al. 2005; Sikorsha Simmons 2005; Singh and Gupta 2016). Individuals with high professional commitment demonstrate a substantial eagerness to enforce membership in their profession and are willing to put great effort into their profession. Professional commitment has been found to correlate with job involvement in reinforcing attention and service to consumers and technical achievement (Farris and Cordero 2002; Somech and Bogler 2002; Tam, Y, Korczynski, and Frenkel, S 2002). Neiningner et al. (2010) specified that those organization members who have a positive experience in teams would identify with the team's goals and values and want to remain on the team and contribute to team goals. Employees may experience more difficulty "connecting" with the organization than with the team, resulting in a lower commitment to the organization than to their team.

Researches have mentioned discrepancies between Generation X and Generation Y regarding psychological work contracts between employees and supervisors, the value of career development, and loyalty to their supervisors (Brousseau et al. 1996; Valcour and Tolbert 2003). Daboval (1998) found that Generation Y assumes they have fewer obligations to their supervisors than Generation X. Generation X becomes more obedient to their supervisors. They consider that arduous work will be honored with job security and a steady increase in compensation. In comparison, to heighten their careers, Generation Y employees make rapid career transformations, take advantage of learning opportunities, and assume that they must take loyalty for their careers themselves (Brousseau et al. 1996).

We conducted this study at several event organizing companies. We divided the employees into two age-based groups, Generation X and Generation Y, which allowed us to investigate the differences in job involvement, organizational commitment, professional commitment, and team commitment between these age groups.

2. LITERATURE REVIEW

2.1 Job Involvement

Job involvement is defined as the extent to which a person psychologically identifies or commits to their work. The construct of job involvement is somewhat similar to organizational commitment, as both are related to employees' identification with work experience, but the constructs have differences. Job involvement has been found to have a significant organizational effect. Precisely, it delivers relevant results. Job involvement

is the extent to which people identify with their work, actively participate in it, and assume its performance is essential. There are two antecedents of job involvement. First, job involvement is created when a worker has particular needs or values that are satisfied by their work. Second, job involvement arises in response to a particular job or situation in the work environment. The results of job involvement are that workers actively participate in their work, they see the job as their priority, and they feel that their job is essential for their self-esteem (Singh and Gupta 2016).

2.2 Organizational Commitment

Organizational commitment is a person's commitment to the organization where they work. Organizational commitment is necessary to maintain the continuity of the organization. Organizational commitment is widely discussed in the organizational behavior literature because of its relationship to absenteeism, turnover, and employee job performance (Bentein et al. 2005; Singh and Gupta 2016). Emilisa (2001) stated that organizational commitment is the degree to which a person embeds themselves in the organization and their willingness to contribute to efforts to achieve the organization's interests. A person who has a low commitment to the organization is often just waiting for an excellent opportunity to quit their job.

Organizational commitment is a multidimensional concept. The dimensions are affective commitment, continuous commitment, and normative commitment (Allen and Meyer 1990; Netania Emilisa 2001). Affective commitment is defined as a person's strong desire or commitment to keep working in the organization because they feel it fits them. Continuous commitment is a person's strong desire to keep working in the organization because they cannot leave, e.g., they desperately need the job. Finally, normative commitment is the strength of someone's desire to keep working in an organization because they feel obliged or morally obligated to do so. Allen and Meyer (1990) argued that organizational commitment is someone's attachment to keep working in an organization and that the attachment occurs for different reasons:

1. they want to keep working there (affective commitment);
2. they are forced to keep working there (continuance commitment); or
3. they feel that they should keep working there (normative commitment).

In addition, the research Aban et al. (2019) stated that employees who demonstrate a high affective commitment is the employees who are encouraged to work hard, put much effort, showing a higher level of performance and therefore contribute to a more purposeful.

2.3 Professional Commitment

Professional commitment can be interpreted as the intensity of identification and

involvement of individuals with certain professions. Professional commitment is described as a career focus on work commitments that emphasize the importance of a lifelong profession (Wang and Armstrong 2001). Professional commitment needs to be developed during the socialization process when entering the chosen profession, emphasizing professional values because professional communities have different characteristics in utilizing an organization. For professional societies, the primary purpose of work is to advance a professional's goals, but for organizations, the work is vital to employers, career judgment, and work based on awareness of what they do. Professional commitment can be derived from acculturation and assimilation into a profession and by whether people choose to remain in their profession. For example, the ethical behavior of public accountants is related to the high commitment of accountants to their profession. Therefore, it can be concluded that professional commitment underlies a person's behavior, attitude, and professional orientation when performing their duties.

Professional commitment has been found to correlate with job involvement, increasing attention and service to clients, and technical performance (Farris and Cordero 2002; Somech and Bogler 2002). Singh and Gupta (2016) emphasized the need for professional commitment because a person's career is a significant part of life, and professional commitment has important implications for individuals and organizations. Individuals with high professional commitment demonstrate a strong willingness to continue membership in their profession, put great effort into their profession, and identify strongly with professional goals.

2.4 Team Commitment

A team is a group of people with a defined general goal, where each individual possesses complementary skills. In other words, a team may have the following characteristics: team members have different but complementary abilities, team members are committed to the task of achieving team goals, and team members share responsibility for achieving team goals (Neininger et al. 2010). Team commitment is the extent to which a team achieves its performance targets and depends on the leader's ability to build and gain member commitment. Neininger et al. (2010) stated that team members who have a positive experience in their team would identify with the team's goals and values and want to remain on the team and contribute to team goals.

2.5 Generation X and Generation Y

2.5.1 Generation X

Generation X is a term that describes people born between 1965 and 1981. According to

Suzanne and John (2007), the 13th generation was born between 1965 and 1981. People of this generation work to create something, but they do not live for work. Generation X does not believe in working more, but they believe that instant work gives the best impression. Hence, they choose to work in informal settings; they want to express their opinions. This kind of atmosphere in the workplace makes this generation come out of their shell and allows them to express ideas and better demonstrate their achievements. In addition, Generation X works on what is designed and recommended. Generation X is generally independent.

Suzanne and John (2007) argued that members of Generation X often generate flexibility in the workplace. They are creative and innovative, but in a way, apart. This group is motivated by increased bidding for work, increased chances of improving work, and personal self-disclosure. Generation X tends to want the freedom to do things their way. They expect management to trust them, and they will try to fix what they do. Generation X is characterized by adapting, the ability to accept change well, an independent character, hard work, and loyalty. They prioritize image, fame, and money. Generation X is referred to as a formidable generation. The drawback always counts the contribution that the company has given to its work.

2.5.2 Generation Y

Generation Y, better known as the Millennium Generation, has grown up with many events that have changed the world, including the development of mass communication, such as the Internet. At work, Generation Y is constantly at odds with official regulations. The members of Generation Y were born between 1981 and 1994 (Suzanne and John 2007). Alch (2008) stated that Generation Y is the largest generation in history, with about 79.8 million members, exceeding Baby Boomers. Generation Y is the latest generation to enter the world of work. The entry of Generation Y into the workforce has created significant generational conflict. Older generations consider Generation Y to be difficult to understand, and this has created its stereotype. Generation Y has been labeled as lazy, demanding, and ungrateful. A myth created by other generations who do not understand how Generation Y workers think.

Therefore, it is essential to understand each generation that will help bridge the generation gap because organizations benefit from recruiting and retaining members of the latest generation. The characteristics of Generation Y are the recognition that each individual differs depending on where they were brought up, their economic strata, and their social family; their pattern of communication is very open compared to previous generations; they are fanatical social media users; their lives are deeply affected by technological developments; they are more open to different political and economic views,

which makes them very reactive to environmental changes; and they pay more attention to wealth.

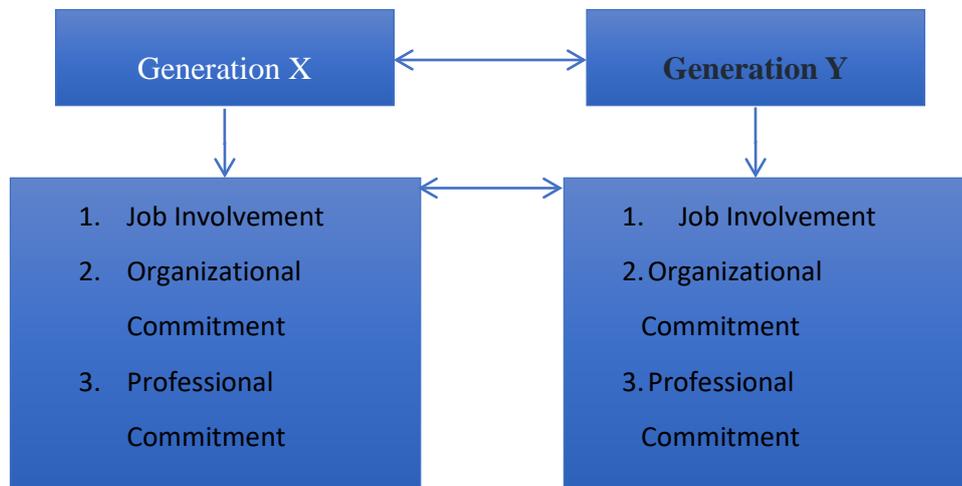
3. CONCEPTUAL FRAMEWORK

As previously mentioned, job involvement is the extent to which a person psychologically identifies or commits to their work. Job involvement is considered somewhat similar to organizational commitment as both are related to the identification of employees with work experience, but these two are different. Job involvement is more related to identification with a person's immediate work activities, which is why there may be cases of employees heavily involved in a particular job but not committed to the organization or vice versa. Job involvement was found to have a significant organizational impact on deliverables. Organizational commitment has been widely discussed in the organizational behavior literature because of its relationship to absenteeism, turnover, and employee job performance (Bentein et al., 2005; Maertz et al., 2007; Sikorsha-Simmons, 2005).

Professional commitment has been found to correlate with job involvement, increasing attention and service to clients, and technical performance. Professional commitment can make the employees on a team feel more personally responsible for their work. Singh and Gupta (2016) emphasized the need to have professional commitment because one's career is a major part of life and professional commitment has important implications for individuals and organizations. Team commitment is the extent to which a team achieves its performance targets, and depends on the leader's ability to gain and build the commitment of its members.

Generation X are people born from 1965 to 1981. This generation tends to have more loyalty to superiors, and they believe that hard work is rewarded with job security and a gradual increase in pay. Whereas Generation Y, who were born from 1981 to 1994, tend to feel less duty to their superiors than Generation X.

Figure 1
Conceptual Framework Chart



4. HYPOTHESIS DEVELOPMENT

Research has shown significant differences between generations regarding attitudes, work values, desire for promotion, the importance of work. Generation X has been described as playful and independent (Cennamo and Gardner 2008). Generation Y has been described as optimistic, realistic, global in outlook, and inclusive by nature (Alch 2008); this works well in modern empowered work environments as long as there are enough challenges and opportunities to keep them interested (Martin 2005).

Studies have also reported differences between Generation X and Generation Y about the psychological contracts between employees and superiors, the importance of career development, and loyalty to superiors (Brousseau et al. 1996; Valcour and Tolbert 2003). Daboval (1998) stated that Generation Y feels less obligation to their superiors than Generation X. Generation X workers tend to have more loyalty to their superiors, and they believe that hard work will be rewarded with job security and a gradual increase in pay. Crainer and Dearlove (1999) asserted that Generation Y is more likely to leave the organization when they get a good chance and look for other employment opportunities if their current boss does not meet their needs. Based on this previous research, we proposed the following hypothesis.

Ha: There is a difference between Generation X and Generation Y regarding job involvement, organizational commitment, professional commitment, and team commitment.

5. VARIABLES AND MEASUREMENT

This research refers to previous research of Sing and Gupta (2016) and Netania Emilisa (2001). This research design used hypothesis testing. A study aims to test the hypothesis that generally describes certain relationships or differences between groups or the interdependence of two or more factors in a situation.

We measured the group characteristics using four statements developed by Singh and Gupta (2016) for job involvement. The four items were:

1. My work is the most critical part of my life.
2. I do not feel emotionally involved in my work.
3. I would feel guilty if I left my job in an incomplete/incomplete state.
4. I do not enjoy my job.

Six statements drawn from Netania Emilisa (2001) were used to measure organizational commitment. The six items were:

1. I feel ownership of my organization.
2. I am very responsible for this organization.
3. This organization has much personal meaning for me.
4. I do not feel like “part of the family” in this organization.
5. I would love to spend the rest of my career with this organization.
6. I feel the problems of this organization are my problems.

Professional commitment was measured using three items from Singh and Gupta (2016):

1. I have a strong sense this profession is mine.
2. I would be willing to change my company to grow professionally.
3. For me contribute to my profession is more important than contributing to my organization.

Four items from Singh and Gupta (2016) were used to measure team commitment:

1. My team is significant for me.
2. I am compelled to work in a team.
3. I feel I make something not only for myself but also for my team.
4. I have sense of belonging to my team.

All of the items were measured using a Likert scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Quite Agree, 4 = Agree, and 5 = Strongly Agree.

6. ANALYSIS AND DISCUSSION

This study used purposive sampling methods with permanent employees in three event organizing companies located in South Jakarta, Indonesia. There were only 30 complete questionnaires that could be analyzed. Therefore, the primary source of data in this study

was the questionnaire. The questionnaire presented a series of statements to the event organizing companies' employees. The answers to these questions were the data used to achieve the research objectives. Table 1 presents the items relating to job involvement, organizational commitment, professional commitment, and team commitment used in the survey. A Wilcoxon test method was used with SPSS version 20 to analyze the data.

6.1 Data Analysis

Table 1 shows the descriptive statistics (validity test, reliability test, and mean) for each variable.

Table 1
Descriptive Statistics

Items	Factor Loading	Cronbach's Alpha	Mean
Job Involvement		0.658	3.250
My work is the most important part of my life	0.570		3.233
I do not feel emotionally involved in my work	0.667		3.333
I would feel guilty if I left my job in an incomplete/incomplete state	0.840		3.167
I do not enjoy my job (R).	0.542		3.267
Organizational Commitment		0.784	3.234
I feel ownership of this organization	0.568		3.267
I am very responsible for this organization	0.704		3.467
This organization has much personal meaning for me	0.707		3.200
I do not feel like "part of the family" in this organization (R)	0.796		3.233
I would love to spend the rest of my career with this organization	0.756		3.067
I really feel the problems of this organization are my problems	0.618		3.167
Professional Commitment		0.622	3.533
I have a strong sense this profession is mine	0.797		3.567
I would be willing to change my company to grow professionally	0.703		3.500
For me, contributing to my profession is more important than contributing to my organization	0.764		3.533
Team Commitment		0.668	3.600
My team means a lot to me	0.553		3.567

I am compelled to work in a team	0.653	3.633
I feel I make something not only for myself but also for my team	0.820	3.667
I have a sense of belonging to my team	0.789	3.533

Source: SPSS version 20

A validity test was conducted to see if the measuring instrument was valid. The validity test was used to measure the validity of each item. An item was considered valid if it had a factor loading of $p < 0.05$. All of the items in this study had a $p < 0.05$ so that all statement items were valid and were used in the analysis. The results of the reliability test instrument are presented in Table 1. Job involvement was measured with three items, organizational commitment with six items, professional commitment with three items, and team commitment with four items. As shown in Table 1, the Cronbach's Alpha for all variables was > 0.6 , so the reliability was satisfactory.

The mean score for job involvement was 3.250 (Table 1), indicating that all employees in the event organizing companies felt relatively high job involvement. It also showed that the employees were involved in physical work and were emotionally connected to the companies. The mean score for organizational commitment was 3.234. The participants had a reasonably high organizational commitment, and all of the employees felt a responsibility for the company's work. The third variable was a professional commitment, which had a mean score of 3.533. All of the employees had a sense of professional commitment. The last variable was team commitment, with a mean score of 3.600, which indicated that all employees felt that working in a team was part of their job and were happy to work in a team. Table 2 presents the results of the hypotheses testing.

As explained above, Generation X and Generation Y have different characteristics concerning job involvement, organizational commitment, professional commitment, and team commitment at event organizing companies.

Table 2
Results of the Wilcoxon Test

Variable	Significance	Decision
Job Involvement	0.480	No difference
Organizational Commitment	0.014	Different
Professional Commitment	0.763	No difference
Team Commitment	1.000	No difference

Source: SPSS version 20

Table 2 shows the results of comparing the job involvement, organizational

commitment, professional commitment, and team commitment of Generation X and Generation Y employees at three event organizing companies. The difference in job involvement was $0.480 > \alpha (0.05)$, which means the difference was not significant, and there was no difference in job involvement between Generation X and Generation Y. The difference in organizational commitment was significant ($0.014 < \alpha (0.05)$), so there were differences in the organizational commitment of the Generation X and Generation Y employees. The difference in professional commitment was not significant ($0.763 > \alpha (0.05)$), so there was no difference in the professional commitment of Generation X and Generation Y employees. Finally, the difference in team commitment was not significant ($1.000 > \alpha (0.05)$), so there was no difference in team commitment between Generation X and Generation Y employees.

6.2 Discussion

The result indicated that the Generation X and Generation Y employees in the event organizing companies had the same high level of job involvement. Furthermore, they felt that their work is an essential part of their lives, as indicated by the high average (3.267) of the job involvement item asking whether they enjoy their work. The results also indicated that Generation X and Generation Y have different levels of organizational commitment, indicating that Generation X and Generation Y have different levels of commitment and a sense of responsibility towards their organization. Generation X was more loyal to their superiors and organizations, whereas Generation Y felt they had little obligation to their bosses and organizations. The item with the highest average value of the organizational commitment items, with an average of 3.467, indicated that the participants generally had a sense of responsibility towards their companies, but Generation X felt more responsibility than Generation Y.

There was no difference in the level of professional commitment in Generation X and Generation Y. The professional commitment item with the highest average, 3.567, indicated both generations had the same sense of ownership of their profession and desire to do the work well.

There was no difference in the levels of team commitment. The team commitment item with the highest average value, 3.667, showed that both generations felt that their work was not just their success but also their teams' success. However, team commitment was slightly different for Generation X, and Generation Y. Generation X tended to organize and manage team members to make things run smoothly, whereas Generation Y tended to act together to complete the work. Despite this difference, both generations worked to improve their teams' commitment to solving problems.

7. CONCLUSION

This study's analysis of job involvement extends the research conducted by Singh and Gupta (2016). We found that in our sample of event organizing companies' employees, the job involvement item with the highest average value, 3.267, indicated that employees enjoyed their work. The job involvement item with the lowest average value, 3.167, indicated that employees did not feel that their work was critical in their lives. The Wilcoxon test showed that there was no difference between Generation X and Generation Y in job involvement.

Our analysis of organizational commitment also extends the research conducted by Singh and Gupta (2016). The organizational commitment item with the highest average value of 3.467 indicated that the employees had a great sense of responsibility. On the other hand, the organizational commitment item with the lowest average value, 3.067, indicated that the employees would be happy to spend the rest of their careers at their companies. In addition, the Wilcoxon test showed that there were differences in Generation X's and Generation Y's organizational commitment.

The professional commitment item with the highest average value, 3.567, indicated that the employees had a strong sense of the value of their profession and a commitment to doing the work well. The professional commitment item with the lowest average score, 3.500, indicated that the employees strove to make the company more professional and the best. The Wilcoxon test showed no difference in the professional commitment of Generation X and Generation Y.

The team commitment item with the highest average score, 3.667, indicated that the employees worked not only for their success but also for their teams' success. The team commitment item with the lowest average score, 3.533, indicated that the employees had a strong sense of belonging to their team. The Wilcoxon test showed there was no difference in team commitment between Generation X and Generation Y.

In conclusion, there is not much difference between Generation X and Generation Y according to their work commitment and involvement in the organization.

8. MANAGERIAL IMPLICATIONS, LIMITATIONS, AND SUGGESTIONS FOR FUTURE RESEARCH

Companies should make employees feel that their work is an essential part of their lives. They should also try to make employees happy so that they want to keep coming to work and spend the rest of their careers at the workplace. The limitations of this study are as

follows: (a) this study only surveyed one type of service company, i.e., event organizing companies, and (b) it only examined job involvement, organizational commitment, professional commitment, and team commitment, and only used two groups, Generation X and Generation Y.

Suggestions for future research are as follows: (a) researching different service companies such as restaurants, hotels, and airlines; (b) adding other variables such as job satisfaction and organizational citizenship behavior to enrich our knowledge, especially of human behavior in organizations.

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