




Does Gen-Z have a higher organizational culture and organizational commitment to work performance than other generations

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ARTICLE INFO	ABSTRACT
<p><i>Article history:</i></p> <p>Received Jul 23, 2024 Revised Aug 20, 2024 Accepted Aug 30, 2024</p> <hr/> <p><i>Keywords:</i></p> <p>Generation Z; Job Performance; Organizational Commitment; Organizational Culture.</p>	<p>The aim of this research is to determine the influence of organizational culture and organizational commitment on work performance by comparing three generations X, Y and Z. The population in this study are employees in the Cikarang area with age categories corresponding to generations Respondents were involved in this research and were selected using stratified random sampling techniques. The statistical test technique used is the Normality test and homogeneity test. The hypothesis testing technique used is two-way Anova. The research results show that there are significant differences in generational differences, where Gen-Z has a higher organizational culture and organizational commitment than generations X and Y and this is a factor that can influence achievement. Implications and suggestions are explained in the article.</p> <p><i>This is an open access article under the CC BY-NC license.</i></p> 

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1. INTRODUCTION

In building relationships and working better with fellow colleagues, companies must be able to understand the differences between these generational groups in their respective jobs. In the work pattern created, there is a commitment to the field of work they do. Employee commitment to the organization is a behavioral aspect that can be used to measure and evaluate employee strength in surviving and carrying out their duties and obligations to the organization. Commitment is considered a value for an organization that shows that someone takes their work and organization seriously and prioritizes it. Individuals try to do their best to achieve organizational goals. Employees who show strong commitment will remain in the company (Nasutio, 2018).

Each employee has their own views and goals for the organization or company. If a company aims to integrate organizational goals with the individual goals of employees, the company needs to understand the needs of each employee. The needs of each employee are definitely different, one of which is influenced by the employee's age or generation. For example, generations X, Y and Z have different life needs, so it is possible that there are differences in the work goals and motivations of the three generations. When employees' needs are met they show a higher level of commitment to the company.

An organization's high commitment to its employees causes employees to work more optimally (Meutia, 2019). It is also possible that the work goals of each generation can have an impact on work commitment so that it will give rise to different work commitments, namely low, medium and high work commitment (David, 2004).

In this regard, (Bani, 2021) regarding the Influence of Organizational Culture and Physical Work Environment on Employee Work Performance at PT. PLN (Persero) Kendari Branch. From the results and discussion of the research, it can be concluded that the author concludes several things, namely organizational culture which is measured by innovation, taking into account risks, paying attention to every problem in detail, oriented towards the results to be achieved, oriented to all members' interests, aggressive in working, maintaining and maintaining work stability, has a partially significant effect on employee work performance; The physical work environment as measured by lighting in the workplace, air temperature, noise, use of color, space required for movement, work safety, employee relations have a partially significant effect on employee work performance.

Based on several previous studies above, researchers feel the need to look at and analyze something more specific, namely organizational culture which is seen based on three different generations of employees, namely Generations namely low commitment, medium commitment, and high commitment. To be able to see further the influence of organizational culture seen in three different generational groups (Generation :

Are there differences in the influence of organizational culture as seen from three different generations (Generation X, Y, and Z) and organizational commitment as seen from three levels of commitment (low, medium, and high) on employee work performance?

The influence of organizational culture and level of commitment on employee work performance can vary between three different generations (Generation X, Y, and Z) and also between three different levels of commitment (low, medium, and high). The following is a description of the possible differences:

Generation X (Born, 1965-1980): Organizational culture: Generation X tends to pay more attention to traditional values in organizational culture such as hierarchy, structure, and work-life balance. Generation Y (Millennials, Born, 1981-1996): Organizational culture: Generation Y tends to seek a culture that is inclusive, collaborative, and innovative. They tend to be more open to change and technology.

Generation Z (Born, after 1997): Organizational culture: Generation Z tends to be more familiar with technology, multiculturalism and diversity. They seek the possibility of a culture that is inclusive and open to new ideas. These differences can influence how organizational culture and level of commitment affect the work performance of employees from various generations. It is important to note that each individual is unique, and other factors such as leadership, organizational policies, and work environment may also play a role in this influence.

2. RESEARCH METHOD

This research was conducted using a quantitative approach. This type of research is Causal Comparative research, namely research carried out by showing the direction of the relationship between the independent variable and the dependent variable, with the aim of measuring the strength of the relationship. The population in this research is all employees in the Cikarang area including generations X, Y and Z, totaling 600 employees. With the characteristics of the research population, namely generation

The number of samples in this study was calculated using the Slovin formula. The number of samples was 240 after calculating from a population of 600 employees and the margin of error set was 5%. The sampling technique used is convenience sampling, namely a sampling technique based on convenience. The data collection instrument used

to measure variables is a questionnaire. This questionnaire contains question items as an explanation of variable indicators. To convert data from existing variables into data calculations, the author uses a Likert scale. The Likert scale uses five alternative answers with the following criteria: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

In testing research instruments, researchers used validity tests and reliability tests. Validity test is a measure that shows the level of validity of an instrument. An instrument is considered valid if it is able to measure what is desired. The method used to test validity is the Pearson correlation test. Reliability Test A reliable questionnaire is a questionnaire that, if tried repeatedly on the same group, will produce the same data. The method used in this reliability is the Cronbach alpha technique. This research uses statistical tests consisting of statistical tests consisting of classic assumption tests including normality tests, homogeneity tests and hypothesis tests using 2-way ANOVA.

This research instrument uses research scales from several previous researchers: (a) The organizational culture questionnaire research instrument was adapted from research (Susanto, 2016) regarding the influence of organizational culture and work motivation on employee performance with organizational commitment as an intervening variable at the Ponorogo district transportation service. This research instrument can be an important tool for collecting data needed to establish a relationship between organizational culture, work motivation, organizational commitment, and employee performance at the Ponorogo Regency Transportation Service. By using this instrument, researchers can gain a better understanding of the factors that influence employee performance and provide a stronger basis for developing appropriate management strategies.

(b) The organizational commitment questionnaire research instrument was adapted from research (Susanto, 2016) regarding the influence of organizational culture and work motivation on employee performance with organizational commitment as an intervening variable at the Ponorogo district transportation service. This organizational culture questionnaire may contain a series of questions designed to measure various aspects of organizational culture, such as the values, norms, attitudes and behaviors that are dominant in the organization. Apart from that, the questionnaire can also include questions aimed at evaluating the level of work motivation of employees. Organizational commitment, which functions as an intervening variable, may also be measured through a series of questions aimed at determining the extent to which employees feel attached and dedicated to the organization. (b) The work performance questionnaire research instrument was adapted from research (Sianipar, 2017) regarding the Effect of Job Performance Assessment on PT Employee Performance. PLN (Persero) P3B Sumatra TanjungKarang Transmission Service Unit, Bandar Lampung.

The work performance questionnaire research instrument adapted from Sianipar's research (Sianipar's, 2017) aims to measure various aspects of employee work performance. The adapted research was carried out at PT. PLN (Persero) P3B Sumatra Transmission Service Unit TanjungKarang, Bandar Lampung, and focuses on the influence of work performance appraisals on employee performance.

This questionnaire will likely contain a number of questions designed to evaluate various dimensions of job performance, such as productivity, quality of work, interpersonal skills, initiative, and engagement at work. These questions may cover both quantitative and qualitative aspects of the employee's performance, and may also include questions about work experience, training received, and their perceptions of the company's job performance appraisal process.

By using this instrument, researchers can collect the data needed to evaluate the extent to which job performance appraisals influence employee performance at PT. PLN

(Persero) P3B Sumatra Transmission Service Unit TanjungKarang, Bandar Lampung. Such instruments can provide valuable insight into the factors that contribute to employee performance and provide a strong basis for the development of more effective performance appraisal systems and better human resource management strategies in such companies.

The research proposed in this study is as follows:

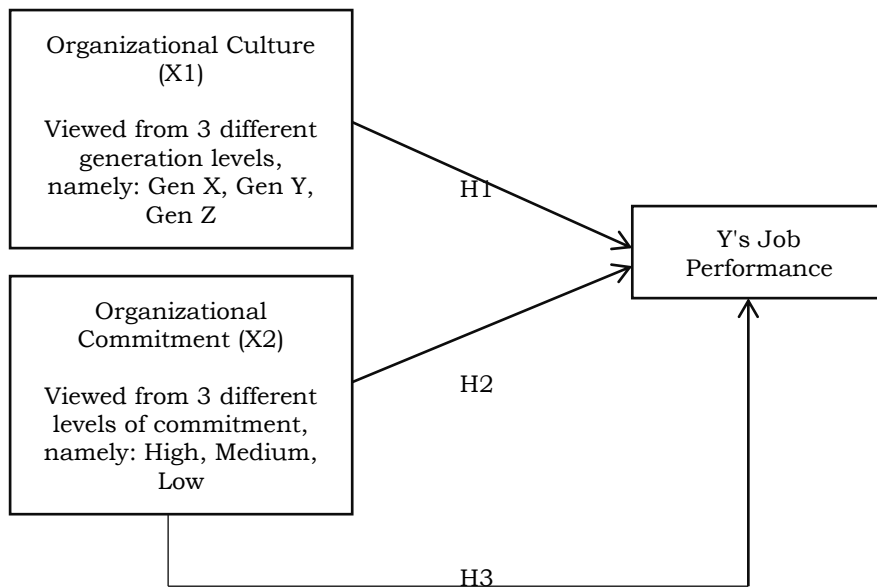


Table 1 Conceptual framework of the research
(Source: made by researcher)

The formulation of the hypothesis proposed in this research includes: Hypothesis 1: Hypothesis with Organizational Culture factors H1: There are differences in work performance between generation X, Y and Z employees Hypothesis 2: Hypothesis with the Organizational Commitment factor H2: There is a difference in work performance between employees with low, medium and high organizational commitment. Hypothesis 3: Hypothesis of the interaction of generational group with the level of organizational commitment H3: There is an interaction between job performance between generation groups and the level of organizational commitment

3. RESULTS AND DISCUSSIONS

3.1 Normality test results

Table2 Normality test results

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
Standardized Residual for Prestasi	Statistic	df	Sig.	Statistic	df	Sig.
	.049	270	.200*	.984	270	.005

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

The data normality test aims to test whether the independent variables and dependent variables have a normal data distribution or not using the Kolmogorov Smirnov test. The results of the Kolmogorov Smirnov test show that the Sig. is 0.200 and

above the significance value (0.05), this can be said to mean that the data distribution is normal or meets the elements of normality.

3.2 Homogeneity test results

Table3 Homogeneity test results

Levene's Test of Equality of Error Variances^{a,b}

		Levene Statistic	df1	df2	Sig.
Work performan ce	Based on Mean	6.741	8	261	.061
	Based on Median	5.494	8	261	.078
	Based on Median and with adjusted df	5.494	8	228.709	.193
	Based on trimmed mean	6.625	8	261	.084

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Dependent variable: Work performance

b. Design: Intercept + Culture + Commitment + Culture * Commitment

The homogeneity test is a statistical test procedure designed to show that two or more sample data sets originating from a population have the same variance. The homogeneity test results show that the Sig. (as seen from the based mean) is 0.061 and above the significance value (0.05), this can be said to mean that the variance of two or more population groups or data samples is homogeneous or meets the elements of homogeneity.

3.3 Organizational culture

Table4 Organizational culture

Estimates

Dependent Variable: Work performance				
Organizational culture	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Gen X	69.100	1.762	65.630	72.570
Gen Y	66.056	1.762	62.586	69.525
Gen Z	78.433	1.762	74.964	81.903

If you look at the results of the description of the Average Organizational Culture Score seen from the 3 generations, there is an average organizational Culture score with Gen Z respondents having the highest score compared to respondents from other generations.

3.4 Organizational Commitment

Table5 Organizational Commitment

Estimates

Dependent Variable: Work performance				
KomitmenOrganisasi	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Low Commitment	67.222	1.762	63.753	70.692
Medium Commitment	66.322	1.762	62.853	69.792

High Commitment	80.044	1.762	76.575	83.514
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If you look at the results of the description of the Average Organizational Commitment Score seen from the 3 generations, the highest average Organizational Commitment score is the high commitment score in the three generations.

3.5 Hypothesis test results (sig. <0.05)

Table6 Hypothesis test results (sig. <0.05)

Tests of Between-Subjects Effects						
Dependent Variable: Work performance						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	20913.830 ^a	8	2614.229	9.356	.000	.223
Intercept	1368606.404	1	1368606.404	4898.150	.000	.949
Culture	7487.674	2	3743.837	13.399	.000	.093
Commitment	10605.563	2	5302.781	18.978	.000	.127
Culture *Commitment	2820.593	4	705.148	2.524	.141	.037
Error	72926.767	261	279.413			
Total	1462447.000	270				
Corrected Total	93840.596	269				

a. R Squared = .223 (Adjusted R Squared = .199)

If we look at the descriptive statistics, the Sig value for Organizational Culture is 0.000, this can be said that there is a difference in the influence of organizational culture on work performance and hypothesis 1 is accepted, namely that there is a difference in work performance between employees of generations X, Y, and Z with cultural factors organization.

If we look at the descriptive statistics, the Sig value for Organizational Commitment is 0.000, it can be said that there is a difference in the influence of organizational commitment on work performance and hypothesis 2 is accepted, namely that there is a difference in work performance between employees with low, medium and high organizational commitment.

If we look at the descriptive statistics, the Sig value for Organizational Culture and Organizational Commitment is 0.141, it can be said that there is a difference in the influence of organizational commitment on work performance and hypothesis 3 is rejected, namely that there is no interaction between work performance between.

3.6 Generational groups and the level of organizational commitment.

Table7 Generational groups and the level of organizational commitment.

Descriptive Statistics				
Dependent Variable: Work performance				
Organizational culture	Organizational Commitment	Mean	Std. Deviation	N
Gen X	Low Commitment	68.50	18.429	30
	Medium Commitment	60.27	19.527	30
	High Commitment	78.53	13.135	30
	Total	69.10	18.643	90
Gen Y	Low Commitment	64.27	19.120	30
	Medium Commitment	62.63	17.820	30
	High Commitment	71.27	17.009	30
Gen Z	Total	66.06	18.195	90
	Low Commitment	68.90	19.530	30
	Medium Commitment	76.07	15.145	30

	High Commitment	90.33	6.166	30
	Total	78.43	17.078	90
	Low Commitment	67.22	18.934	90
Total	Medium Commitment	66.32	18.746	90
	High Commitment	80.04	15.010	90
	Total	71.20	18.678	270

If we look at the overall data regarding generational differences (generations It can be assumed that generation Z has a high influence of organizational culture and organizational commitment on work performance.

3.7 Organizational Culture on Work Performance

Organizational culture has an influence on work performance as seen from generational differences. From the research results it was found that Gen-Z had a higher organizational culture score than other generations. This scientific finding can be supported by this phenomenon which can be seen when Gen-Z begins to enter the world of work with idealism, hope and enthusiasm to work with the character they have. Generation Z is present in the labor market with a character that is more accepting of existing career challenges and also has a high commitment to work. This is what makes Gen-Z higher in the organizational group compared to Gen-X and Gen-Y.

According to Dan Schawbel's research in Walyono (2021), Gen-Z wants managers to listen to their ideas and respect their opinions. This suggests that the workplace should be less about age and more about ideas and contributions. They also want to work for honest leaders and want them to be open and not hide information from them because of their young age or position. They prefer work environments that foster mentoring, learning and professional development opportunities because they believe their education has not provided them with the skills necessary to handle real-life problems. Technology is an integral part of their lives and prefer organizations that are at the forefront of the workplace that supports and enables them to communicate, edit documents and advance work regardless of geography or time zone barriers.

Organizational Commitment to Work Performance

According to Robbins and Judge (2017) organizational commitment is the extent to which an employee identifies with his organization and its goals and his desire to maintain membership in the organization. An employee who is committed to a company generally feels a good relationship with their company, and they feel they understand the company's goals.

The results of research conducted by (Walyono, 2021) also revealed that for Gen-Z, commitment is a form of seriousness in running an organization and is committed to working in an organization, being serious about organizing, contributing all potential to the organization and giving time, thought and energy. for the organization. Loyalty is always shown by both respondents by continuing to activate themselves within the organization and holding roles and responsibilities. be organized, and comply with organizational regulations, and always maintain their membership in the organization by playing an important role in the responsibilities given by the organization and completing their responsibilities well even though they are in the same position and behave in other organizations.

Not only limited to interpreting commitment as their existence to remain in an organization, both respondents always show their commitment by showing the results of their hard work in carrying out the mandate and responsibilities given by the organization, and both respondents also sacrifice every potential they have in terms of time, energy and thoughts. them to realize organizational goals. Research respondents owned by (Walyono, 2021) explained that commitment is not solely about being active in one organization, but for both respondents, being active in many organizations, carrying out activities with various variations has challenges and is something that is very

important for them and that is not a form of disloyal (no commitment) and that is a form of responsibility, and as long as they are not detrimental to both organizations for the two respondents it is not disobedience within the organization.

4. CONCLUSION

Based on the results of statistical calculations and discussions, it can be concluded that there are differences in organizational culture as seen from three different generations (Generation X, Y, and Z) and organizational commitment as seen from three levels of commitment (Low, medium, and high) towards employee work performance. The results of the research prove that the organizational culture of Gen-Z employees with high organizational commitment has the highest influence on work performance, followed by the organizational culture of Generation Y with high organizational commitment, then the last is the organizational culture of Generation Z with high organizational commitment to achievement. Work.

In the research conducted by researchers there are still limitations. The suggestion for future researchers is that work performance is not only influenced by organizational culture and organizational commitment, but there are still many other variables that influence it. In future research, other variables that were not examined in this study should be added, such as the need for a deeper study of work performance that supports careers across different generations.

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