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**Comparative Study of Organizational Commitment among
Generation X and Generation Y through Analysis of Differences
in The Influence of Empowerment and Value**
Empirical Study using Ex-Post Facto Variables on State-Owned Bank
Employees in South Jakarta

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ABSTRACT

The differences in the character of generation X and generation Y in terms of the way of working, the values they have, and their commitment to the organization are matters that must be addressed by the company during the development of the banking world, especially state-owned banks in the face of changes in the company's external environment in the future. This is a comparative research that aims to identify differences in organizational commitment between generation X and generation Y through the influence of empowerment and value. The research findings indicate significant differences between organizational commitment in generations X and Y. In the dimensions of affective commitment, normative commitment, and continuance commitment, significant differences were found between them. Empowerment and value have a significant influence on organizational commitment in generation X, with a significant joint influence. Similar is the case for generation Y, with a lower level of influence. The analysis revealed that the determination of empowerment in generation X was higher than that in generation Y, while differences in the contribution of value's influence were also observed between the two generations. Qualitative tests using the Delphi technique also support these quantitative findings.

Keywords: Empowerment, Generation X, Generation Y, Organizational Commitment, Value

INTRODUCTION

2020 is the year of the demographic bonus, where the millennial generation or generation Y is in the age range of 20 to 40 years. The composition of Indonesia's population based on Statistics Indonesia (BPS) in 2019, the percentage of millennials in Indonesia continues to increase (Pravita, 2020). Among 127 million workers in Indonesia, the number of silent generation workers reached 2 million, the Baby boomers generation reached 6 million, generation X reached 59 million and the millennial generation or generation Y reached 48 million (Putra, 2023).

The composition of generation X still dominates the highest positions in banking such as director roles while millennials are occupying manager positions and below. The Director of Human Capital of PT Bank BRI stated that more than 70% of employees at BRI are occupied by the millennial generation (kumparanBISNIS, 2023). Top executive positions are still being held by baby boomers and generation X. While at Bank Mandiri, the 40% of employees are occupied by the millennial generation (Jatmiko, 2023).

Each generation has distinctive behavioral characteristics at work. This requires the company to make great efforts in managing workers from different generations. Companies should not only pay attention to the quality of work produced, but also require awareness from management to recognize the unique behaviors, abilities, and competencies possessed by the various generations currently employed by the company.

In their research, Costanza et al. (2023) revealed that generations differ in their values and individual characteristics, attitudes, influences, learning styles, and particularities, all of which have a powerful influence on the organization's functioning. This distinctive characteristic of the millennials generation should be acknowledged by the company. This is because the compatibility between the Millennials generation and the previous generation is expected to increase work productivity which is able to accelerate the wheels of production and maximize the achievement of company goals.

Given that the generations complement one another, generational gaps within the company ought to generate an advantageous influence. In reality, companies have to tackle the fact that generational gaps are a significant source of conflicts. Indeed, conflict among generations is reported by approximately 60% of HR professionals working for major companies (Cheeks, 2020). According to a Deloitte Consulting LLP survey, 48.9% of millennial workers intend to resign within six to twenty-four months of employment since they felt unsatisfied with their current positions (Deloitte Indonesia Perspectives, 2019).

However, financial technology companies such as more casual start-ups that are prominent among millennials and have a large demand for workers at relatively high salaries pose a competitive threat to the banking sector. Due to the

ease with which generation Y may accept job offers, they have serious doubts regarding their commitment to a company when they work there. In order to thrive in the fiercely competitive market of today, the largest challenge faced by banks businesses is figuring out strategies to foster a positive work environment.

Organizational commitment refers to an individual's desire to stay a member of an organization. One of the factors that determines whether someone wants to stay in the organization, seek a new job opportunity, or pursue employment elsewhere is their level of organizational commitment. Compared to Generation Y employees, Gen X employees exhibit higher levels of affective, continuance, and normative commitment (Amin & Rahmiati, 2018). According to research findings by (Jehanzeb & Mohanty, 2019), the organization's capacity to provide justice has an impact on organizational commitment. When employees believe that management and organizational procedures are fair, they are more likely to trust the company, which may improve employee devotion to the company. These results suggest that the company's fairness serves a significant role in fostering organizational commitment.

In addition, another factor related to organizational commitment is the factor of empowerment. Empowerment has a direct relationship with organizational commitment, where if empowerment increases, organizational commitment will also increase (Kristiadi & Putra, 2016). Companies must provide a work environment that not only makes employees feel psychologically empowered but also feel satisfied with their work which will ultimately lead to high levels of organizational commitment (Zhenjing et al., 2022). Empowerment also refers to the granting of authority to make decisions in accordance with one's responsibilities that are approved by others.

Better working environment, development opportunities, flexibility in the system, freedom, fair salary benefits are some of the organizational areas that companies focus on when designing policies. These employee-friendly policies will gain significant support from work values. Positive work values in employees can lead to higher employee commitment. McShane & Glinow (2022) revealed that one of the factors that can increase affective commitment is the shared value that an employee possesses. Shared value is the belief that employees have that their values are in accordance with the values of the organization so that employees will have high organizational commitment. Rudolph et al. (2021) determined that each generation has a different personality, which affects the work-related values they uphold.

Indonesia has 4 (four) banks classified as state-owned banks, including PT Bank BNI, PT Bank Mandiri, PT Bank BRI, PT Bank BTN, which are envisioned by the general workforce to be employed in one of these state-owned banks. In addition to providing a fairly high social status, working at one of the state-owned banks promises welfare for its employees which is highly appealing to job seekers. The presence of generation Y or millennials in the banking world is one

of the challenges in addition to the VUCA challenges faced by banks. As experienced by PT Bank Mandiri, out of 39,065 employees throughout Indonesia, 67.45% are millennial age employees. The character of millennials who are known to be creative, borderless, tech savvy and do not hesitate to argue is the positive character that the company can manage. More than 80% of PT Bank BRI employees are currently millennials. However, top executive positions are still occupied by baby boomers and generation X. Facing this situation, PT Bank BRI took two steps to prepare the company to manage millennials and prepare baby boomers to educate and manage millennials. Aware of the millennials' tech savvy character, the company developed applications and digitized its HR management process. This includes a learning system that is comfortable for tech-savvy millennials to use.

According to Bhima Yudhistira, Economist at the Institute for Development of Economics and Finance (INDEF), banking organizations will be more streamlined as millennials prefer the simple, they will be more agile and more digital (Ardianto, 2021). Millennials also present their own challenges for the banking industry in terms of loyalty. Millennials tend to get bored easily and cannot stay in one company for more than 2 years. The important thing to note is how the value of what management does, such as social programs involving banking workers, is of interest to millennials. In order to face the situation of the development of the banking business world in the future, it will be appropriate for banking companies to recruit more millennials for faster regeneration, where generation X is only assigned to director positions while managers and lower positions must be occupied by millennials.

The results of observations by the authors found the phenomenon that generation Y prefers flexible work schedules, especially for those who work in the recovery and remedial fields. In contrast to generation X who consider facilities such as cars or houses as things that make their commitment higher towards the company, however, for generation Y these facilities are no longer considered as retention to increase their commitment. These facilities for generation Y are just ordinary fringe benefits.

Generation Y is assumed to have a tendency to change jobs. Many companies complain about the high turnover rate of millennials. Faced with this, companies are working hard to create programs to retain employees such as providing benefits through offering housing programs in installments for 15 years or with a car ownership plan/COP (car ownership system) with installments for 5 years. The reaction shown by Generation Y is quite surprising. They openly said that another challenge faced by companies is the challenging nature of the job, and that the boredom rate is faster than that of generation X. The institution that achieved a turnover rate of close to zero was by Bank Indonesia, which took certain steps to increase commitment to the organization for its employees including trying to reflect on the background of the lives of millennials and trying

to understand the ideals of millennials, millennials' expectations of the workplace and giving millennials space for activities. Bank Indonesia hopes that with these action steps generation Y can develop beyond expectations and increase their commitment to the company.

The existence of mixed generations in the workplace is nothing new. Facing this mixed generation employee situation, companies must do at least four things, including: 1. pay attention to the trend of social life in their generation that reflects themselves as they are, 2. Understand how this trend will form or affect their learning and working styles, 3. Help workers to understand and bring values according to their generation into discussions or forums within the company and 4. Provide facilities for transferring knowledge related to what is meaningful from each generation both for an expert and beginner. The differences in the character of generation X and generation Y in terms of the way of working, the values they have, and their commitment to the organization are matters that must be addressed by the company during the development of the banking world, especially state-owned banks in the face of changes in the company's external environment in the future.

This research aims to identify the differences and influence of empowerment and value variables on organizational commitment among Generation X and Generation Y employees. In addition, this research will also investigate and verify the influence of empowerment and value on organizational commitment in generation X and generation Y, as well as analyze and explain the interrelated patterns of the concepts of empowerment, value, and organizational commitment in generation X and generation Y. In general, this research aims to obtain empirical evidence and discover the clarity of the phenomenon on organizational commitment in generation X and generation Y.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment refers to an individual's desire to stay a member of an organization. One of the factors that determines whether someone wants to stay in the organization, seek a new job opportunity, or pursue employment elsewhere is their level of organizational commitment (Colquitt et al., 2018). The factors that indicate organizational commitment are affective commitment, which is the desire to remain a member of the organization because of the individual's emotional involvement with the organization (emotional-based reasons); continuance commitment, which is the desire to remain a member of the organization because they realize that it will cost a lot of 'expenses' if they leave the organization (cost-based reasons); and normative commitment, which is the desire to remain a member of the organization because they feel they have an obligation (obligation-based reasons). In other words, organizational commitment

is a person's overall attitude towards the organization that reflects the existence of a dynamic relationship between the two, characterized by how far a person is willing to accept the values and goals of the organization that encourage them to continue maintaining their membership in the organization, serve and work hard for the benefit of the organization.

Empowerment

McShane & Glinow (2022) describes empowerment as an individual psychological condition in which individuals feel more self-determined, meaningful, competent and their work has an impact on the organization. Furthermore, the factors that influence empowerment are also described, such as (a) self-determination, which is feeling freedom, independence, discretion in their work activities (minimal bureaucratic control) (b) meaning, which is concerned that their work is important and meaningful to the organization (c) competence, which is confident in their ability to perform their work well and have the capacity to develop with new challenges (there is feedback on their work and fulfillment of their duties) (d) impact, which is seeing themselves as active participants in the organization, their decisions and actions have an impact on organizational success. Thus, it can be concluded that empowerment is an activity carried out to increase a person's intrinsic motivation through assigning tasks to improve performance and positive attitudes that help a person make decisions and commitments to work and organizations.

Value

Kinicki & Fugate (2015) reveals that value is a mode of behavior or a final state that is personally or socially preferred. It also reveals the factors that influence value (a) terminal value, the desired value for the purpose of life and (b) instrumental value, as a way to achieve the desired goal. Langton & Robbins (2017) reveals values are concepts or beliefs that guide how humans make decisions about behavior and evaluate behaviors and events. It also reveals the factors that influence value, including (a) terminal value, referring to the desired end state. These are goals that individuals want to achieve during their lifetime, such as a comfortable life, or happiness and (b) instrumental values, referring to preferred ways of behaving, such as being brave or helpful. Thus, it can be concluded that values are beliefs in ideas about the right, good or desirable that will guide a person in making decisions for themselves and can be shared with others.

Generation

Kingstone (2021) defines generation as a group of people born and raised in the same general social and historical chronological context. Furthermore, it also describes generational groups as (a) the veteran generation group born in 1922-1945, (b) the Baby Boomer generation group born in 1946-1964, (c) the Xer

generation group born in 1965-1976, (d) the Y generation group born between 1977 and 1997. In other words, it can be concluded that a generation is a group of people who are in the same age range and in the same location, experiencing and being influenced by the same set of important historical events during key developmental periods in their lives. Generational groupings consist of (a) the veteran/traditional generation group born in 1925-1944, (b) the Baby Boomers generation group born in 1945-1964, (c) the X generation group born in 1965-1981, (d) the Y generation group born in 1982-2000.

RESEARCH METHODOLOGY

This research reveals the influence of external factors, the empowerment variable, and internal factors, the value variable, on the level of organizational commitment of bank employees. These variables are independent variables that influence the dependent variable, organizational commitment. This research also compares the influence of empowerment and values between Generation X and Generation Y in state-owned banks in South Jakarta. The research method applied is Ex-Post Facto and comparative study. The Ex-Post Facto approach is research that identifies cause-and-effect based on observations of existing results, while descriptive methods are used to explain the process in the observed situation (Sugiyono, 2017). The instrument used was a questionnaire to collect data on empowerment, values, and organizational commitment from Generation X and Generation Y employees at a state-owned bank in South Jakarta. This research is descriptive and verificative. Descriptive research aims to explain or describe a series of processes in a situation and explain what is happening and not happening in a process Ferdinand (2014). In this research, descriptive research aims to obtain information on the process of organizational commitment, empowerment and value in employees from generation X and generation Y. The verificative research is research to test the truth, which is the relationship between the independent variable and the dependent variable.

RESULT AND DISCUSSION

Normality Test of Generation X

Table 1. Normality Test of Generation X

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	9.64100242
Most Extreme Differences	Absolute	.102
	Positive	.102
	Negative	-.102
Kolmogorov-Smirnov Z		.687
Asymp. Sig. (2-tailed)		.733
a. Test distribution is Normal.		

Source: Processed Data by Researchers

From the table above, the probability number or Asymp is obtained, Sig. (2-tailed) of 0.773. Compared to 0.05, this value is greater, making the data in this research is proven to be normal.

Normality Test of Generation Y

Table 2. Normality Test of Generation Y

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		155
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	11.06809055
Most Extreme Differences	Absolute	.081
	Positive	.040
	Negative	-.081
Kolmogorov-Smirnov Z		1.007
Asymp. Sig. (2-tailed)		.262
a. Test distribution is Normal.		

Source: Processed Data by Researchers

From the table above, the probability number or Asymp is obtained, Sig. (2-tailed) of 0.262. Compared to 0.05, this value is greater, making the data for generation Y in this research is proven to be normal.

Homogeneity Test of Generation X

Table 3. Homogeneity Test of Generation X

Test of Homogeneity of Variances			
Empowerment			
Levene Statistic	df1	df2	Sig.
.197	1	88	.658
Test of Homogeneity of Variances			
Value			
Levene Statistic	df1	df2	Sig.
.305	1	88	.582

Source: Processed Data by Researchers

Based on the table above, a significance value of 0.658 was obtained for the empowerment variable and 0.582 for the value variable. These two values are greater than 0.05, thus, the data is proven to be homogeneous.

Homogeneity Test of Generation Y

Table 4. Homogeneity Test of Generation Y

Test of Homogeneity of Variances			
Empowerment			
Levene Statistic	df1	df2	Sig.
.197	1	88	.658
Test of Homogeneity of Variances			
Value			
Levene Statistic	df1	df2	Sig.
.305	1	88	.582

Source: Processed Data by Researchers

Based on the table above, a significance value of 0.453 was obtained for the empowerment variable and 0.167 for the value variable. These two values are greater than 0.05, thus, the data is proven to be homogeneous.

Linearity Test for Generation X**Table 5.** Linearity Test for Generation X

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Commitment* Empowerment	Between groups	(Combined)	28620.829	32	894.401	3.973	.007
		Linearity	14927.282	1	14927.282	66.315	.000
		Deviation from Linearity	13693.547	31	441.727	1.962	.108
	Within groups		2701.149	12	225.096		
	Total		31321.978	44			
ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Commitment* Value	Between groups	(Combined)	31277.859	34	919.937	208.514	.000
		Linearity	26479.083	1	26479.083	6.002E3	.000
		Deviation from Linearity	4798.776	31	145.417	32.960	.000
	Within groups		44.119	10	4.412		
	Total		31321.978	44			

Source: Processed Data by Researchers

Based on table 5 above, it is known that the significance value for Linearity between the organizational commitment variable and the empowerment variable is 0.000, which is less than 0.05, thus, it can be said that the data is linear. While the significance value of Linearity between the organizational commitment variable and the value variable is 0.000, which is less than 0.05, therefore, it can be said that the data is linear.

Linearity Test for Generation Y**Table 6.** Linearity Test for Generation Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Commitment * Empowerment	Between groups	(Combined)	40019.899	69	579.999	2.577	.000
		Linearity	10816.813	1	10816.813	48.069	.000
		Deviation from Linearity	29203.086	68	429.457	1.908	.002
	Within groups		19127.172	85	225.096		
	Total		59147.071	154			
ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Commitment * Value	Between groups	(Combined)	52000.306	50	1040.006	15.134	.000
		Linearity	46587.846	1	46587.846	677.948	.000
		Deviation from Linearity	5412.460	49	110.458	1.607	.022
	Within groups		44.119	7146.765	104	68.719	
	Total		31321.978	59147.071	154		

Source: Processed Data by Researchers

Based on table above, it is known that the significance value for Linearity between the organizational commitment variable and the generation Y empowerment variable is 0.002 which is less than 0.05, thus, it can be assumed that the data is linear. Likewise, the significance value of Linearity between the organizational commitment variable and the generation Y value variable is 0.000 which is less than 0.05, therefore, it can be said that the data is linear.

Hypothesis Test

Table 7. Summary of Hypothesis Testing of Quantitative Research Results

No.	Variable/Dimension	Results
1	Organizational Commitment Variable between Generation X and Generation Y with Mann Whitney Test	H_0 is rejected, H_1 is accepted. There is a difference in organizational commitment between generation X and generation Y, where the organizational commitment of generation X is higher than the organizational commitment of generation Y. However, the difference is not significant ($0.769 > p\ 0.05$).
2a	Affective commitment dimension of the organizational commitment variable in Generation X and Generation Y with the Mann Whitney Test	H_0 is rejected, H_1 is accepted. There are differences in the dimensions of affective commitment between Generation X and Generation Y, where the dimensions of affective commitment of Generation X are higher than Generation Y. However, $p\ 0.167 > 0.05$ thus the difference is not significant.
2b	Normative commitment dimension of the organizational commitment variable in Generation X and Generation Y with the Mann Whitney Test	H_0 is rejected, H_1 is accepted. There is a difference in the normative commitment dimension between Generation X and Generation Y, where the normative commitment dimension of Generation X is higher than Generation Y. However, $p\ 0.346 > 0.05$, thus, the difference is not significant.
2c	Continuance commitment dimension of the organizational commitment variable in Generation X and Generation Y with the Mann Whitney Test	H_0 is rejected, H_1 is accepted. There is a difference in the continuance commitment dimension between Generation X and Generation Y, where the continuance commitment dimension of Generation X is higher than Generation Y. However, $p\ 0.935 > 0.05$ thus the difference is not significant.
3	The influence of the empowerment variable on the organizational commitment variable in Generation X with the T-test	H_0 is rejected, H_1 is accepted. There is a significant influence of empowerment on organizational commitment in Generation X with $t_{\text{count}}\ 5.503 > t_{\text{table}}\ (1.68)$ and $\text{Sig. } 0,000 < 0.05$
4	The influence of the value variable on the organizational commitment variable in Generation X with the T-test	H_0 is rejected and H_1 is accepted. There is a significant influence of value on organizational commitment in Generation X with $t_{\text{count}}\ 14.406 > t_{\text{table}}\ (1.68)$ and $\text{Sig. } 0,000 < 0.05$
5	The influence of empowerment and value variables collectively on organizational commitment in Generation X with the F-test	H_0 is rejected, H_1 is accepted. There is a significant influence of empowerment and value collectively on organizational commitment in Generation X, $F_{\text{count}} = 124.189 > F_{\text{table}}\ (3.22)$ and $\text{Sig. } 0.00 < 0.05$.
6	The influence of the empowerment variable on organizational commitment in generation Y with the T-test	H_0 is rejected, H_1 is accepted. There is a significant influence of Empowerment on Organizational Commitment in Generation Y with t_{count} of $6.078 > t_{\text{table}}\ 1.65$ and $\text{Sig. } 0.00 < 0.05$

7	The influence of the value variable on organizational commitment in generation Y with the T-test	H ₀ is rejected, H ₁ is accepted. There is a significant influence of Value on organizational commitment in generation Y with t_{count} of 24.740 > t_{table} (1.62) and sig.0.00 < 0.05.
8	The influence of empowerment and value variables collectively on organizational commitment in generation Y with the F-test	H ₀ is rejected, H ₁ is accepted. There is a significant influence of Empowerment and Value together on Organizational Commitment in generation Y with $F_{\text{count}} = 304.624 > F_{\text{table}}$ (3.06) and Sig. 0,00 < 0.05
9	Contribution of empowerment influence on organizational commitment between Generation X and Y with Coefficient of Determination	H ₀ is rejected, H ₁ is accepted. There is a difference in the contribution of Empowerment influence on generation X and generation Y, where the contribution of generation X is $R^2 = 41.3\%$, higher than generation Y with $R^2 = 19.4\%$. The determination analysis of generation X Empowerment is higher than generation Y Empowerment.
10	Variable value on organizational commitment in Generation X and Y with Coefficient of Determination	H ₀ is rejected, H ₁ is accepted. There is a difference in the contribution of Value influence on generation X and generation Y, where the contribution of generation X is $R^2 = 82.8\%$, higher than generation Y with $R^2 = 80\%$. Analysis of the value determination of generation X is higher than the value of generation Y.

Source: Processed Data by Researchers

Correlation between Empowerment and Value Variables in Generation X

Based on the data analyzed by researchers, it can be concluded that the empowerment variable that influences overall organizational commitment is the competency indicator, which has a significant influence. This indicates that to increase the organizational commitment of Generation X employees, companies may focus on empowerment that increases employee confidence to deliver good performance and have the ability to face new challenges. On the other hand, the priority to increase Generation X's commitment is to increase the provision of self-determination, thus increasing the sense of freedom and independence at work.

In addition, the data also indicates that all value indicators, both personal and shared values, have a significant influence on overall organizational commitment, even with a particularly strong level of influence. Therefore, efforts to increase organizational commitment can focus on enhancing the values of Generation X, thereby encouraging their organizational commitment.

Correlation between Empowerment and Value Variables with Organizational Commitment Variables in Generation Y

From the data above, it can be concluded that the empowerment indicator has a moderate and low influence for all empowerment indicators on organizational commitment in generation Y. This can be interpreted that companies must increase the empowerment of generation Y in order to increase organizational commitment in generation Y. Companies should carry out activities that can increase the motivation of generation Y employees by providing tasks that can improve performance and positive attitudes to help generation Y make decisions and increase organizational commitment.

In contrast to Empowerment, the Value dimension of the indicator is in a strong relationship between the organizational commitment of generation Y. This can be interpreted that the action steps that the company has taken today to improve ideas about the right, good or desirable can guide generation Y to continue increasing organizational commitment.

Differences between Generation X and Generation Y on Each Dimension of Organizational Commitment

Generation Y and Generation X have different characteristics in terms of demands, expectations, values and ways of working. This will certainly influence the way they work in an organization. The existence of more unique characteristics of generation Y, which tends to be easily bored and an attitude that is prone to leaving the organization for reasons of personal development, indicates a low commitment to the organization. In contrast to generation X, who considers work as their life goal and therefore has an attitude that is willing to spend all their time working in the organization for a long term. The test conducted in this research was conducted to identify differences in each dimension of organizational commitment between the two generations, Generation X and Generation Y.

The difference in characteristics between the two generations certainly has an influence on work attitudes, such as organizational commitment, so it can be assumed that there are differences in each dimension between generation X and generation Y in each dimension of commitment to the organization. This is in accordance with the results of quantitative research showing that there are significant differences in organizational commitment between generation X and generation Y in each dimension, such as:

1. Affective Commitment of generation X is higher than generation Y significantly ($p < 0.05$).
2. Normative Commitment of generation X is higher than generation Y significantly ($p < 0.05$).
3. Continuance Commitment of generation X is higher than generation Y significantly ($p < 0.05$).

The results of the qualitative research indicate that there is no difference between the dimensions of organizational commitment between Generation X and Generation Y. Both Generation X and Generation Y show similar attitudes in various ways, such as providing necessary information to colleagues, maintaining cohesiveness with colleagues, trusting company policies to create a comfortable working environment, contributing to the progress of the company through their work, showing loyalty to the company, participating in informal activities organized by the company, being concerned with the implementation of company policies, ready to socialize company policies, trust colleagues who are honest in communicating regarding problems that arise, willing to communicate openly with colleagues in the work team, given work according to their abilities, believe that the company provides opportunities to improve employee competence, believe that the company provides adequate compensation for family needs, and believe that the company provides a salary that is in accordance with the work they do. Based on the previous discussion, this research reveals that empirically there are differences in each dimension of organizational commitment between generation X and generation Y. The dimensions of affective commitment, normative commitment and sustainable commitment of generation X are higher than generation Y.

The Influence of Empowerment on Generation X Organizational Commitment

The results of this research indicate a significant and positive influence of empowerment on organizational commitment in generation X where $t_{\text{count}} 5.503 > t_{\text{table}} (1.68)$ and $\text{Sig.} < 0.05$, with the Simple Linear Regression equation: $Y = 0.005 + 0.589 X_1$. The results of this research are relevant to research conducted by Saleem et al. (2019) concerning enhancing performance and commitment through leadership and empowerment which revealed that there is a positive relationship between employee empowerment and organizational commitment to sustainability ($r = 0.065$ $p < 0.001$). The more employees are empowered, the higher the organizational commitment of employees. Based on this discussion, it was revealed that there is an influence between empowerment on organizational commitment in generation X. The more empowerment of generation X employees is improved, the higher the organizational commitment of employees.

The Influence of Value on Organizational Commitment of Generation X

The quantitative research results obtained in this research indicate a significant and positive influence of value on organizational commitment in generation X where $t_{\text{count}} 14.406 > t_{\text{table}} (1.68)$ and $\text{Sig.} < 0.05$, with a Simple Linear Regression equation: $Y = 0.006 + 0.957 X_2$. Thus, it can be concluded that there is an influence of values on organizational commitment in Generation X,

where the stronger the values of Generation X, the higher the organizational commitment level of Generation X.

The Influence of Empowerment and Value Variables Collectively on the Organizational Commitment of Generation X

The results of quantitative calculations in this research indicate a significant and positive influence of empowerment and value collectively on the organizational commitment variable in Generation X, with $F_{\text{count}} = 124.189 > F_{\text{table}} (3.22)$ and $\text{Sig.} < 0.05$, and the Multiple Linear Regression equation $Y = 0.005 + 0.181 X_1 + 0.841 X_2$. The results of this research are relevant to the research of Saleem et al. (2019) which revealed that there is a positive relationship between employee empowerment and organizational commitment to sustainability ($r = 0.065$ $p < 0.001$). The more an employee is empowered, the more employee commitment will increase.

The results of this research also indicate that the empowerment provided by the organization is felt by Generation X to have an impact on work (impact), feel that their competence is recognized by the organization (competence), their existence in the organization is meaningful (meaning), and feel free in determining the process of completing work (self determination). Generation X will prioritize shared value over personal value. Based on this discussion, it can be concluded that there is an influence of empowerment and value collectively on organizational commitment, where increasing empowerment and strengthening value can also increase organizational commitment to Generation X.

The Influence of Empowerment on Generation Y Organizational Commitment

The quantitative research results obtained in this research indicate a significant and negative influence of empowerment on organizational commitment in generation Y where t_{count} is $6.078 > t_{\text{table}} 1.65$ and $\text{Sig.} < 0.05$, with a Simple Linear Regression equation: $Y = -0.019 + 0.359 X_1$. The results of this research differ from research conducted by Saleem et al. (2019) which revealed that there is a positive relationship between employee empowerment and commitment to organizational sustainability ($r = 0.065$ $p < 0.001$). The more empowered the employee, the higher the employee commitment. The research conducted by Saleem et al. (2019) does not differentiate between generations. Meanwhile, if research is conducted that distinguishes generations, the results indicate that in generation Y there is a significant relationship between empowerment and organizational commitment to Generation Y. Based on this discussion, it can be concluded that there is an influence of empowerment on organizational commitment in generation Y. The more empowerment is increased, the more the organizational commitment of generation Y will increase.

The Influence of Value on Organizational Commitment of Generation Y

The quantitative research results obtained in this research indicate that there is a significant and positive influence of value on organizational commitment in Generation Y where the t_{count} is $24.740 > t_{\text{table}}$ (1.62) and $\text{sig.} < 0.05$, with the Simple Linear Regression equation obtained: $Y = -0.018 + 0.949 X_2$. Based on the discussion above, this research findings identified that there is an influence of values on organizational commitment in generation Y. The stronger the values, the greater the organizational commitment of generation Y.

The Influence of Empowerment and Value Variables Collectively on Organizational Commitment in Generation Y

The research results show that there is a significant influence of Empowerment and Value together on Commitment to the Organization in Generation Y with calculated $F = 304.624 > F_{\text{table}}$ (3.06) and $\text{Sig.} < 0.05$, as well as the Multiple Linear Regression equation $Y = -0.018 + 0.016 X_1 + 0.939 X_2$. The results of this research are supported by research conducted by Saleem et al. (2019) which reveals that there is a positive relationship between employee empowerment and commitment to organizational sustainability ($r = 0.065$ $p < 0.001$). The more an employee is empowered, the more employee commitment will increase.

Research conducted by Saleem et al. (2019) does not differentiate between generations. Meanwhile, if research is carried out that differentiates between generations, the results will be that in generation Y there is an influence between empowerment and commitment to the organization. Based on the discussion above, this research produces the finding that there is an influence of empowerment and value together on commitment to generation Y organizations. The more empowerment is increased and the stronger the values, the greater the commitment to generation Y organizations.

Differences in the Influence of Empowerment on Organizational Commitment in Generation X and Generation Y

In this research, the results of quantitative calculations with ($p > 0.05$) indicate a significant difference between empowerment in Generation X and Generation Y. The contribution of empowerment influence on organizational commitment in Generation X is $R^2 = 41.3\%$, higher than in Generation Y with $R^2 = 19.4\%$. Previous research conducted by Widyastuti & Subroto (2021) showed a positive and significant influence between empowerment ($r_{xy} = 0.612$ with $p\text{-value} = 0.000$ ($p < 0.01$)) and organizational commitment. However, this research did not differentiate between Generation X and Generation Y. The findings only indicated the influence of empowerment on organizational commitment. This research delves deeper into the impact of empowerment on organizational commitment, distinguishing between Generation X and Generation Y. The results

of this study enrich the understanding of the relationship between empowerment and organizational commitment across generations. Based on this discussion, it can be concluded that there is a difference in the influence of empowerment on organizational commitment between Generation X and Generation Y, with the influence of empowerment on organizational commitment being higher in Generation X than in Generation Y.

Differences in the Influence of Value on Organizational Commitment in Generation X and Y

Empowerment given to generation X is able to encourage them to utilize their talents, skills and experience resources to complete work and job tasks. The values of generation X, which consist of personal and shared values, guide generation X in making decisions to complete their work and assignments and are willing to share these values with others. Meanwhile, generation Y shows that value has not been used as a guide in making decisions to complete their work and assignments and has not shown their willingness to share their value with others. However, in applying their values, generation Y is still more concerned with shared value rather than personal value.

In this research, the results of quantitative calculations with ($p > 0.05$) revealed a significant difference between the value of generation X and the value of generation Y. The contribution of value influence on generation X organizational commitment is $R^2 = 82.8\%$, higher than generation Y with $R^2 = 80\%$. The results of this research are supported by empirical research conducted by Verasamy et al. (2020), which shows that there are differences in work values in various generations (Baby Boomer, Generation X and Generation Y) on the three dimensions of commitment to the organization (Person Correlation Sig, 0.792 for affective commitment, sig 0.515 for sustainability commitment and sig 0.662 for normative commitment). However, the study has not been specific to examine the differences in the influence of value on organizational commitment between generation X and generation Y. This dissertation research shows empirically that there are differences in the influence of value on organizational commitment between generation X and generation Y. Based on this discussion, it can be concluded that there are differences in the influence of value on organizational commitment between generation X and generation Y. The value of generation X is stronger compared to the value of generation Y.

CONCLUSION

The results of quantitative research indicate that there is a significant difference in organizational commitment between Generation X and Generation Y in 4 state-owned banks, including Bank BNI, Bank Mandiri, Bank BRI and Bank BTN, where the commitment of Generation X tends to be higher than that of Generation Y. Furthermore, the results of this research reveal that each dimension

of organizational commitment also differs between the two generations. Furthermore, it was revealed that each dimension of the organizational commitment also experienced differences between the two generations. In the Affective Commitment dimension, Generation X shows a higher level of commitment than Generation Y, indicating a stronger emotional involvement with the company. Meanwhile, in the Normative Commitment dimension, Generation X also shows a higher level of commitment, perhaps because they feel a greater moral obligation to the company. The results also show that empowerment has a significant influence on the organizational commitment of both generations, indicating that the more empowerment is increased, the more organizational commitment will increase in both Generation X and Generation Y. In addition, strong values also have a significant influence on organizational commitment, where the stronger the values, the higher the organizational commitment. The simultaneous influence of empowerment and values on organizational commitment is also positive, indicating that they reinforce each other in influencing commitment. However, there is a significant difference in the influence contribution of empowerment and values between Generation X and Generation Y, where the influence contribution of empowerment tends to be higher in Generation Y, while the influence contribution of values tends to be higher in Generation X.

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