

# The moderating effect of generations on the relationship between work values and affective commitment

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## Abstract

**Purpose** – This study compared Generation X and Y's work values and affective commitment and explored if generation moderates the relationship. This research is needed to elucidate generational disparities in work values, affective commitment, and work values' impact on affective commitment. Validating the global generation theory requires research involving Indonesians from different industries.

**Design/methodology/approach** – Data was acquired from 630 self-administered questionnaires from various businesses. The instruments used to measure variables have a track record of validity and reliability and were adapted from that work. The Chow Method was used to calculate the generational influence on affective commitment.

**Findings** – The results demonstrated that Generation X and Generation Y in Indonesia had similar work values but differing affective commitment. Generation moderates the association between work values and affective commitment. This research reveals individuals with various life circumstances may still exhibit distinct character traits and value systems.

**Research limitation/implications** – The data may not capture the traits of all generations. Generalizations must be done with caution. Generation X and Y participants were not distributed proportionally. Prior research showed that the proportion of participants didn't alter the results, but future research may take distribution into account.

**Practical implications** – Job sector classifications and job characteristics that are suitable for Generation X and Generation Y can be developed by considering the generations' unique preferences for various value components of employment.

**Originality/value** – This study added to our understanding of how different generations approach and value work in different ways. The implications of this study's findings for confirming the global theory of generation regarding work values and affective commitment are substantial. The results of this research demonstrated the importance of taking cultural factors into account while dealing with employees of varying ages.

**Keywords:** generation, work values, affective commitment.

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## Introduction

Organizations with multigeneration employees face challenges in determining effective human resource management strategies to improve employees' performance, job satisfaction, and organizational commitment (Tayyab & Tariq, 2001). This condition is related to generational differences in values because of different experiences and social contexts (Lyons & Kuron, 2014).

As a result, it creates some gap in personalities between generations in the general or work context known as the work values (Twenge *et al.*, 2010; Twenge & Campbell, 2008; Wong *et al.*, 2008).

Work value is an essential variable that affects most aspects of the human resource management (Rani & Samuel, 2016). Work value also affects how individuals communicate, which can lead to facilitating or obstructing organizational performance (Babel'ová *et al.*, 2020; Parry & Urwin, 2011; Urick *et al.*, 2017). It may influence the perspective, principles, and processes of each generation in interpreting work (Ansoorian *et al.*, 2003; Weeks & Schaffert, 2019), affects work behaviors (Kooij *et al.*, 2008; Twenge & Campbell, 2008), determines expectations and priority of work motivation (Ansoorian *et al.*, 2003; Kooij *et al.*, 2008; Mahmoud *et al.*, 2021; Wong *et al.*, 2008), affects job satisfaction (Cennamo & Gardner, 2008; Dries *et al.*, 2008).

Several studies found work values correlated with the affective commitment (Elizur & Koslowsky, 2001; Meyer *et al.*, 1998), and generational differences moderates the relationship between work values and the affective commitment (Gehosky, 2017). However, various studies criticized the merit of generational factor as a cause for work values differences (Cennamo & Gardner, 2008; Wong *et al.*, 2008) and raised some validity issues in data collection methods and research methodology (Parry & Urwin, 2011, 2017).

Moreover, in recent years, communication technology has enabled more intensive, interactive communication between people on a global scale. Additionally, work and social activities are often interconnected. Such extensive interactions influence the assimilation of shared values, preferences, and work attitudes. Globally, each generation's preferences, attitudes, and behaviors are comparable. In other words, regardless of culture, generations tend to develop in the same direction and share similar preferences and work values. This idea underpins the development of a global generation (Edmunds & Turner, 2005).

If global generation occurs, empirical study results in one country will be comparable to those in another. Generational differences in individualist societies will be comparable to those in collectivist cultures. As a result, numerous research undertaken in individualist nations, such as the United States, should confirm that generation X differs greatly from millennials regarding attitudes toward work values in a collectivist nation.

However, other researchers, including Papavasileiou & Lyons Field (2015) have questioned the concept of a global generation. Different cultures will influence each generation's preferences and work values from one country to another. In countries such as Indonesia, empirical research that identifies the impact of generational differences on different work values gets less attention.

Similarly, one generation and the next may only partially exhibit differences in work values. According to Campbell *et al.* (2015), the generational transition is linear, wherein the new generation could inherit some values from their parents and at the same time create other values to form an identity distinct from their parent's generation. The idea suggests that some features of the first generation and those of subsequent generations may overlap. Such perspectives have gotten less academic attention because generational differences are viewed as unambiguous.

This study investigated the impact of work values on affective commitment. It also further explored the influence of generational differences on the impact of work values on affective commitment in the Indonesian context. Since generation describes work value preference, the relationship between work values and affective commitment likely depend on generation. Generation moderates the effect of work values on affective commitment. Despite the fact that generation can moderate the effect of work values on the affective commitment, empirical evidence is still required to confirm this in the context of Indonesian culture. In Indonesia, the value of intergenerational work may overlap. Thus, the moderating role of generation must be thoroughly investigated.

## Literature Review and Hypotheses Development

### Work Values

Lyons *et al.* (2010) formulated work values as instrumental values, which represent the conservation value type, the cognitive values which represent the openness to change value type, and the prestige values which represent the self-enhancement value type. And the social/altruistic values that

represent the self-transcendence value type. Instrumental work values include aspects of concrete work outcomes such as salary, compensation and benefits, job security, working time, access to information, and support from direct superiors (Lyons *et al.*, 2010; Papavasileiou & Lyons, 2015). Cognitive work values include aspects related to self-development, such as the variety of work, useful abilities, work interests, intellectual simulations, continuous learning, creativity, and challenges (Lyons *et al.*, 2010; Papavasileiou & Lyons, 2015). Prestige work values refer to personal success and domination over others, including aspects of work related to job impact, work influence, recognition and granting of work-related authority. Finally, social/altruistic work values are related to fun at work, interpersonal relationships with coworkers, and social contributions and interactions (Papavasileiou & Lyons, 2015).

### **Generation**

From a social perspective, a generation is a group of individuals born in the same historical and social context, experienced similar formative experiences, and finally formed a commonality among the individuals in the group (Lyons & Kuron, 2014). Different experiences shape each generation during important periods of development of their lives. In the first decade of life, individual value systems are formed by factors such as parents, friends, community, media, popular culture, important social and economic events, and other events globally. This makes each generation's personality and value system different (Twenge *et al.*, 2010; Twenge & Campbell, 2008; Wong *et al.*, 2008). In addition, the growth and development conditions of each generation create specific boundaries related to their experiences, and it forms a collective memory that is the basis for future thinking, attitudes, and behavior and makes individuals in a generation tend to do certain habits (Lyons & Kuron, 2014).

Campbell *et al.* (2015) explained the theoretical model of generational differences from Twenge & Campbell (2008), who found that the shift in character changes from generation to generation is linear due to cultural changes that occur gradually and require time to be able to shape individual personalities and attitudes. In addition, the formation of personality and attitudes is also influenced by the values partially passed down by the parents. Based on the shifts and differences in character between these generations, generation becomes a meaningful psychological variable that can be used as a supporting tool for analyzing behavior in the work context (Campbell *et al.*, 2015; Mahmoud *et al.*, 2021). Referring to the determination of the birth year range of generations in previous studies (Mahmoud *et al.*, 2021; Rani & Samuel, 2016; Song *et al.*, 2020; Twenge *et al.*, 2010) and also considering the influence of the modern era, such as technology, communication, cultural contact, and economic globalization that have the potential effects to form the same global perception in each generation even though they exist in different locations (Campbell *et al.*, 2015; Edmunds & Turner, 2005; Lyons & Kuron, 2014), the birth year range that was used as a reference in this study was 1965-1979 for Generation X and 1980-200 for Generation Y.

### **Generation X**

Generation X experienced the transition to technological development where personal computers and the internet were first known (Cogin, 2012). The economy at that time was experiencing a global crisis, causing economic uncertainty and social change (Cennamo & Gardner, 2008). Generation X, who is close to financial, family, and social insecurities, makes this generation interested in safe financial planning, avoiding divorce, and wanting to always be there for their families (Cogin, 2012). Generation X wants a balanced portion of work and family time, so they are not interested in doing work outside of work time to pursue a position and expect instant gratification (Babel'ová *et al.*, 2020; Lyons, 2003; Mahmoud *et al.*, 2021; Parry & Urwin, 2011). Therefore, this generation is comfortable with flexible work arrangements and results-oriented jobs (Babel'ová *et al.*, 2020). Moreover, the growth conditions of Generation X also caused them to become individualistic, independent, selfish, confident, and able to adapt to change (Ansoorian *et al.*, 2003; Babel'ová *et al.*, 2020; Cogin, 2012; Rani & Samuel, 2019). But even though Generation X is individualistic, they still need support, feedback, and recognition from their colleagues (Babel'ová *et al.*, 2020; Mahmoud *et al.*, 2021).

## Generation Y

Generation Y grew up in an era of rapid advancement in internet technology with conditions of economic expansion, prosperity, and violence that occurred globally, so they grew as individuals who were accustomed to getting access to information quickly and could easily operate IT applications and devices (Andrea *et al.*, 2016; Mahmoud *et al.*, 2021; Rani & Samuel, 2019) and also have ethical values and desire to make the better world (Cogin, 2012; Yang *et al.*, 2018). This generation has the characteristics of a non-rigid culture, adaptable, optimistic, lovers, of big brands, and cares about social issues (Andrea *et al.*, 2016; Mahmoud *et al.*, 2021). Generation Y prefers freedom. They have the principle of living for today and rarely make long-term plans, so they find a balance between their personal, work, and life needs (Andrea *et al.*, 2016; Twenge & Campbell, 2008). This generation also has high narcissism, prone to depression, is easily bored, and looks for meaning in a broad sense. Hence, they are interested in experimenting and looking for new approaches to formulate solutions to the issues or problems they face (Mahmoud *et al.*, 2021). Generation Y's high narcissism and freedom-loving nature make them have principles to work where they want and in their way, and they tend to be disloyal to companies that cannot meet their expectations and desires (Andrea *et al.*, 2016; Twenge & Campbell, 2008).

## Affective Commitment

Meyer & Allen (1991) defined organizational commitment as a psychological state that classifies the relationship between employees and their organization and impacts decision-making to stay or leave the organization. Organizational commitment is not limited to the context of a commitment to the organization but also in the context of a commitment to the work (Meyer *et al.*, 1993). Organizational commitment consists of 3 components. There are affective commitment, continuance commitment, and normative commitment. Affective commitment describes the employee's emotional attachment to the organization and the condition that employees feel the same identity as the organization and feel involved with the organization. Employees with high affective commitment will decide to stay in the organization because of desire. Continuance commitment illustrates employee awareness of the costs that must be borne as a risk of leaving the organization. Employees bound by a continuance commitment will decide to stay in the organization because of necessity.

Meanwhile, normative commitment describes a sense of responsibility to stay with the organization. Employees who make a normative commitment as their main commitment will decide to stay in the organization because of obligation. An employee's psychological state reflected in his organizational commitment will affect his workplace behavior.

Affective commitment is considered an ideal commitment compared to the other 2 components of organizational commitment because it comes from the individual desire to stay in the organization, not because of the influence of other factors, such as factors that become the basis for continuance commitment and normative commitment (Kundi *et al.*, 2020; Meyer *et al.*, 1993; Meyer & Allen, 1991). Affective commitment also has the most positive correlation with performance and job satisfaction and is significantly negatively correlated to the turnover intention compared to the other two components of the organizational commitment (Christensen, 2016; Gyensare *et al.*, 2016; Kundi *et al.*, 2020; Lam & Liu, 2014; Rani & Samuel, 2019; Woznyj *et al.*, 2018). The employee who is dominated by affective commitment is willing to give his best contribution to the organization.

## Hypotheses Development

Literature review showed that Generation X and Generation Y differ in various aspects (Babel'ová *et al.*, 2020; Cennamo & Gardner, 2008; Cogin, 2012; Mahmoud *et al.*, 2021; Newman *et al.*, 2011; Parry & Urwin, 2011, 2017; Rani & Samuel, 2019; Twenge *et al.*, 2010). Specific situations such as social, economic and cultural conditions, as well as global events experienced by these two generations, resulted in different personalities and value systems and subsequently affected their

behavior in the workplace (Campbell *et al.*, 2015; Lyons & Kuron, 2014; Mahmoud *et al.*, 2021; Twenge & Campbell, 2008; Wong *et al.*, 2008).

Work value is the value system in the context of work which is the essential difference between generations (Rani & Samuel, 2016). It affects the fundamental aspects of human resource management since it may manipulate individual perceptions regarding workplace preferences. Moreover, it affects work behavior, decision-making, and is closely related to work motivation preferences (Lyons *et al.*, 2010).

Work value includes instrumental work value, cognitive work value, prestige work value, and social/altruistic work value (Lyons *et al.*, 2010). The dimension of instrumental work value describes the conservation value type which consists of work aspects such as work facilities, salary, job security, working time, recognition, and support from direct superiors (Lyons *et al.*, 2010). Based on the literature review, the two generations show similar preferences in the aspects of salary, working time and recognition (Babel'ová *et al.*, 2020; Cogin, 2012; Mahmoud *et al.*, 2021; Parry & Urwin, 2011; Rani & Samuel, 2019; Twenge & Campbell, 2008). Conversely, some literatures argued that these two generations indicate a significantly different preference for the instrumental work value (Cennamo & Gardner, 2008; Rani & Samuel, 2016; Twenge *et al.*, 2010). Generations x and y are likely to have different preferences for important aspects of work that are included in instrumental values because they live in different social situations, economic conditions, and cultural values. As a result of these generational differences, instrumental values differ. Based on the arguments, hypothesis 1a was developed as follows:

Hypothesis-1a: Instrumental work value is influenced by generation: Generations X and Y have distinct preferences for instrumental work value.

The cognitive work value dimension represents the value type of openness to change, which includes aspects of job variation, freedom in doing work, job satisfaction, opportunities to learn new things, and career development (Lyons *et al.*, 2010). Both Generations X and Y prefer jobs that are not monotonous and provide opportunities to learn new things and do work in their own way (Cennamo & Gardner, 2008; Lyons, 2003; Rani & Samuel, 2019), but there is evidence that the cognitive work values preferences of these two generations differ (Rani & Samuel, 2016; Twenge *et al.*, 2010). Based on that arguments, hypothesis 1b was developed as follows:

Hypothesis-1b: Generations X and Y have different preferences for cognitive work value.

The dimension of prestige work value describes the self-development value type shown by elements of personal success and domination over others, including the impact and contribution of work, authority, and pride in the work (Lyons *et al.*, 2010; Papavasileiou & Lyons, 2015). Generation X and Generation Y have different preferences for prestige work values. Generation X expects authority in the workplace and is more motivated by the element of power, whereas Generation Y is more interested in prestige and contribution to the work (Andrea *et al.*, 2016; Rani & Samuel, 2019; Wong *et al.*, 2008). As a result of these arguments, hypothesis 1c was developed as follows:

Hypothesis-1c: The preference for prestige work value differs between Generations X and Y.

The social/altruistic work value dimension is a representation of the self-transcendent value type that is related to the individual's emotions and feelings in the workplace, including environmental aspects, coworkers, social contributions, and social interactions (Lyons *et al.*, 2010; Papavasileiou & Lyons, 2015). Generations X and Y prefer pleasant coworkers and the environment (Babel'ová *et al.*, 2020; Leszczynska, 2018; Lyons, 2003; Mahmoud *et al.*, 2021; Parry & Urwin, 2011). Although some studies found a non-significant difference in social/altruistic work values between Generations X and Y (Twenge & Campbell, 2008), other studies found that Generation Y prefers collective actions and responds with the highest social value than the previous generation (Leszczynska, 2018; Rani & Samuel, 2016, 2019). Hypothesis 1-d was developed based on these arguments:

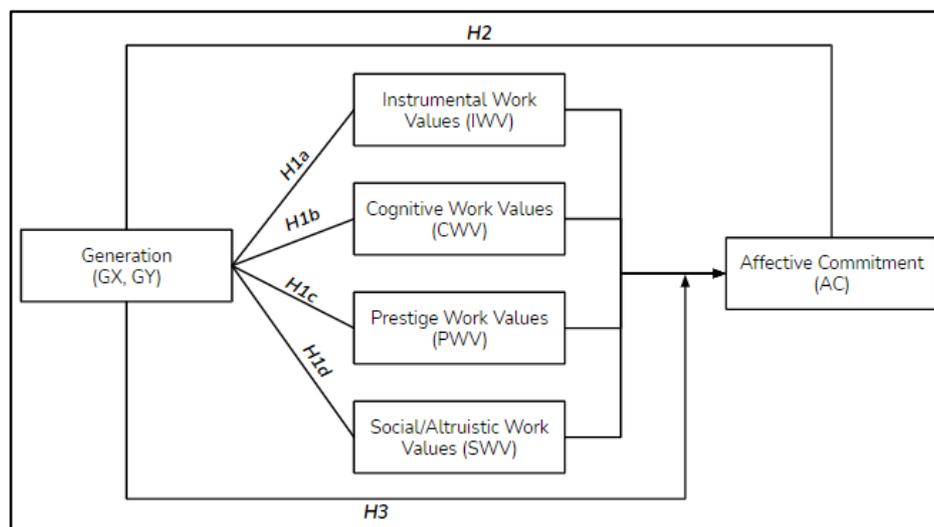
Hypothesis-1d: Generations X and Y have distinct preferences for social/altruistic work values.

Work values differences across generations can be used as a psychological variable to support the work behavior analysis (Campbell *et al.*, 2015; Mahmoud *et al.*, 2021) and are a good predictor of the affective commitment (Gehosky, 2017; Leszczynska, 2018; Rani & Samuel, 2019). Generation X focuses more on its career than the organization (Cennamo & Gardner, 2008). However, Generation X is more responsible to the organization than Generation Y (Rani & Samuel, 2019). Generation Y is known as a high-narcissistic generation (Twenge & Campbell, 2008), which leads to a lack of organizational commitment and the ability to change jobs for better opportunities (Rani & Samuel, 2019). Hypothesis-2 was developed based on this argument: Hypothesis-2: Affective commitment levels differ between Generations X and Y.

Values at work are said to substantially impact the level of organizational commitment, including affective, normative, and continuity commitment (Elizur & Koslowsky, 2001). Affective commitment is the best way to measure organizational commitment. It is impacted by the compatibility of employees' work values with their employer's culture (Rani & Samuel, 2019). A high level of emotional commitment can be achieved if the organization's value is aligned with its employees' preferred work value. As a result, the connection between work values and affective commitment is moderated by the generation (Gehosky, 2017). This research looks at how different generations influence each other regarding work-related values and affective commitment.

Hypothesis-3: The connection between work values and affective commitment is moderated by generation.

The various arguments described above are illustrated in the research model in Figure 1. Hypotheses H1a, H1b, H1c, and H1d will be validated using these four independent variables: Instrumental Work Values (I WV), Cognitive Work Values (CWV), Prestige Work Values (PWV), Social/Altruistic Work Values (SWV). The H2 hypothesis will be evaluated by examining the dependent variable of affective commitment based on generation differences. The H3 hypothesis will be tested by examining the moderating influence of generation on the link between the value of employees and affective commitment.



**Figure-1.** Research Model

## Research Methods

### Measurements Development

Work values were measured using the Lyons Work Values Survey (LWVS) established by Lyons *et al.* (2010). Even though LWVS was defined 10 years ago, the concept is still widely used in many studies, such as Papavasileiou & Lyons (2015; Rani & Samuel, 2016; Schmitz, 2019; Song *et al.* 2020). Personal value concepts from Schwartz (1992) and Lyons *et al.* (2010), which were the basis

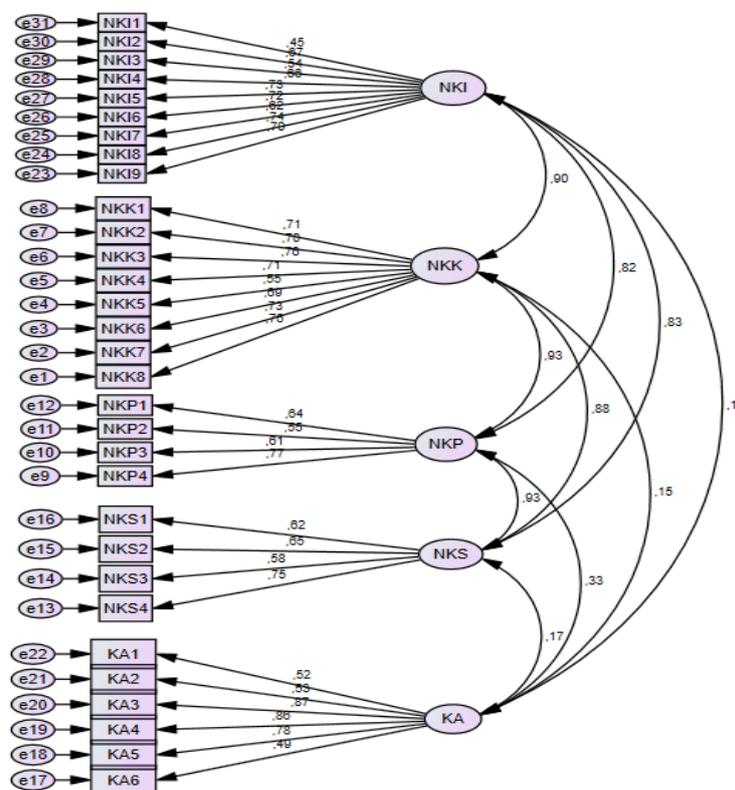
for the work value concept development, were also found to be valid in measuring personal values across multiple contexts and had a high level of stability (Ahmad *et al.*, 2020; Ashraf *et al.*, 2020). Using a five-point Likert-like scale, the LWVS questionnaire consists of 25 statements and measures the four aspects of work value. The scale comprises of 1: not at all important; 2: somewhat important; 3: important; 4: very important; 5: really important.

The Affective Commitment Scales (ACS) dimension of the Organizational Commitment Questionnaire (OCQ) questionnaire defined by Meyer *et al.* (1993) which was a modification of the OCQ questionnaire defined by Allen and Meyer in 1990 was used to assess affective commitment variable. Similar to LWVS, ACS is also an instrument that is still widely used in many studies related to current organizational commitment (Kundi *et al.*, 2020; Leszczynska, 2018; Rani & Samuel, 2019). The ACS questionnaire has 6 statements consisting of 3 positive statements and 3 negative statements on a 7 Likert-like scale (1: strongly disagree; 2: disagree; 3: somewhat disagree; 4: doubt; 5: somewhat agree; 6: agree; 7: strongly agree).

Based on several considerations, this study maintained the same Likert-like scale range as the original version of the questionnaire, including: (1) the measurement results are assumed to be more valid when using the Likert-like scale range according to what has been formulated and tested in previous studies; (2) there are several psychometric studies that used different Likert-like scale ranges in measuring the variables without causing differences in meaning or causing mystification (Guillén & Martínez-Alvarado, 2014; Zecca *et al.*, 2015).

### Validity and Reliability of The Measurement

This study used Confirmatory Factor Analysis (CFA) to assess the validity of the measurement model (Figure 2) which consists of calculating loading factors and evaluating the model fit. As indicated by a good X2 value (chi-square/degree of freedom) of 4.932, the Goodness-Of-Fit Index (GFI) of 0.803, the Root Mean Square Approximation Error (RMSEA) 0.790, and the Comparative Fit Index (CFI) of 0.834, the measurement model was well-fit.



Note: NKI = *nilai kerja instrumental* (instrumental work values), NKK = *nilai kerja kognitif* (cognitive work values), NKP = *nilai kerja prestise* (prestige work values), NKS = *nilai kerja sosial/altruistik* (social/altruistic work values), KA = *komitmen afektif* (affective commitment).

Figure 2. Measurement Model Theory (CFA Model)

Based on confirmatory factor analysis (Figure 2), the loading factor of NKI1 (instrumental work values item 1) was 0.453, and KA6 (affective commitment) item 6 was 0.487. Both items were removed and not included in further analysis. Reliability analysis then used to measure internal consistency over various question items in each variable. The criteria used for reliability testing is Cronbach's alpha. Alpha score should not be less than 0.7 (Hair *et al.*, 2017). The reliability test results were presented in Table 1. The lowest value is 0.724 (social/altruistic work value). Thus, all variables and items in this study were considered reliable or internally consistent.

**Table 1.** Reliability of Work Value and Affective Commitment Variables

No	Variable	Number of questions	Cronbach's alpha
1	Instrumental Work Value (IWV)	9	0.869
2	Cognitive Work Value (CWV)	8	0.877
3	Prestige Work Value (PWV)	4	0.727
4	Social/Altruistic work value (S/AWV)	4	0.724
5	Affective commitment (AC)	6	0.847

Source: Primary data, processed (2022)

### Data Collection Method

Quantitative research was employed in this study to examine the relationship between work value dimensions and affective commitment, as well as the role of generation as an explanatory causal variable consisting of Generation X and Generation Y. The participants in this study were Indonesian employees who had worked for more than a year and had been born between 1965 and 1978 for the Generation X sample and between 1980 and 2000 for the Generation Y sample, according to the findings. Generational disparities in job value and affective commitment between generations were obtained by analyzing these group samples. The influence of generational moderation was studied.

Data was gathered via an online questionnaire that was circulated and filled out by respondents. The questionnaire also contained questions regarding the demographics of the respondents, such as gender, age range, education, and length of employment. The acquired data was then reviewed to make sure that all respondents fit the requirements and were not identified as extreme outliers.

### Data Analysis

The mean scores of instrumental work values, cognitive work values, prestige work values, social/altruistic work values, and affective commitment from the GX and GY group samples were compared to test hypotheses 1 and 2. The significance of the differences was determined using the independent sample t-test with a value of significance (2-tailed) less than 0.05. The Chow Method was used to calculate the moderating effect of generation, which is a non-metric moderator variable in Hypothesis 3 (Chow, 2015; Lee, 2008). This method compares a series of path coefficients in two regression equations by using the sum of square residual value from multiple regression calculations between the dimension variables of work value and affective commitment in the group samples GX and GY. The steps taken for this test include:

- Step-1: Perform multiple regression calculations for total GX sample data (n) with a regression equation:

$$AC_{GX} = IWV_{GX} \beta_1 + CWV_{GX} \beta_2 + PWV_{GX} \beta_3 + SWV_{GX} \beta_4 + \epsilon_{GX}$$

- Step-2: Calculate the sum of squares from the regression residual value in Step-1, which be called  $\epsilon' \epsilon_{GX}$ .
- Step-3: Perform multiple regression calculations for total GY sample data (m) with a regression equation:

$$AC_{GY} = IWV_{GY} \beta_1 + CWV_{GY} \beta_2 + PWV_{GY} \beta_3 + SWV_{GY} \beta_4 + \epsilon_{GY}$$

- Step-4: Calculate the sum of squares from the regression residual value in Step-3, which be called  $\epsilon' \epsilon_{GY}$ .

- Step-5: Perform multiple regression calculations for the combined sample data GX and GY with the regression equation:

$$AC = IWV \beta_1 + CWV \beta_2 + PWV \beta_3 + SWV \beta_4 + \varepsilon$$

- Step-6: Calculate the sum of squares from the regression residual value in Step-5, which be called  $\varepsilon'\varepsilon$ .
- Step-7: Test hypothesis by comparing  $F_{\text{calculated}}$  with  $F_{\text{distribution}}$ .  $F_{\text{calculated}}$  was obtained from the following formula equations calculation results:

$$F_{\text{calculated}} = \frac{(\varepsilon'\varepsilon - \varepsilon'\varepsilon GX - \varepsilon'\varepsilon GY) / p}{(\varepsilon'\varepsilon GX + \varepsilon'\varepsilon GY) / (n + m - 2p)}$$

Meanwhile  $F_{\text{distribution}}$  was obtained based on the value in the distribution table on the assumption of 95% ( $\alpha = 0.95$ ) with degree of freedom ( $p; n + m - 2p$ ). The value of 'p' was the number of independent variables regressed. The hypothesis was supported if the  $F_{\text{calculated}}$  is greater than the  $F_{\text{distribution}}$ .

## Results and Discussion

### Profile of Respondents

For the analysis, a total of 630 elements of data was collected. Table 2 summarizes the characteristics of the participants, including 158 participants (25.08 percent) from GX and 472 participants (74.92 percent) from GY.

**Table 2.** Descriptive Statistics of Respondent Characteristics

Characteristic	Generation X (1965-1979)	Generation Y (1980-2000)
Gender		
Male	94 (59.49%)	252 (53.39%)
Female	64 (40.51%)	220 (46.61%)
Length of work (year)		
1-3	4 (2.53%)	164 (34.75%)
4-9	6 (3.80%)	211 (44.70%)
>10	148 (93.67%)	97 (20.55%)

Source: Primary data, processed (2022)

### Descriptive Statistics

Table 3 shows very high average response to the research variables. On a scale of 5, the highest mean is instrumental work values (4.53). Conversely, the average score of affective commitment is 5.27. This score is categorized high since the scale is 7.

**Table 3.** Descriptive Statistics of Work Value and Affective Commitment

Variable	IWV	CWV	PWV	SWV	AC	Mean	Category	SD
IWV	1					4.53	Very high	0.479
CWV	0.783**	1				4.30	Very high	0.559
PWV	0.670**	0.766**	1			4.21	Very high	0.600
SWV	0.653**	0.722**	0.684**	1		4.30	Very high	0.570
AC	0.149*	0.177**	0.317**	0.199*	1	5.27	High	1.156

Notes:

\*The correlation is significant at the level 0.05 (2-tailed test).

\*\*The correlation is significant at the level 0.01 (2-tailed test).

Source: Primary data, processed (2022)

Table 3 also includes the correlation coefficient, which indicates a significant relationship between variables. However, the correlation between variables is not very strong, except for the instrumental work values (IWV) and cognitive work values (CWV). The correlation between IWV and CWV is 0.783 or less than 0.8. Meanwhile, the relationship between instrumental work values

and affective commitment (AC) demonstrated the weakest correlation (0.149). The correlation indicates that collinearity between variables in this study is very less likely to exist (Shrestha, 2020). Additionally, the correlations do not interfere with the predictive ability of the predictors and moderator on the dependent variable (Daoud, 2017; Fairchild & MacKinnon, 2009).

### Hypotheses Testing

According to the findings of the study (Table 4), generation X and generation Y favor different work values. It's important to note that not all forms of work values are quite different. These two generations' preferences for instrumental and cognitive work values were quite similar ( $p > 0.05$ ). Thus, both hypothesis 1a and hypothesis 1b are not supported. Results from a test on prestige and social/altruistic work values showed that the preferences of these two work values differed significantly ( $p < 0.05$ ) between these two generations. Therefore, hypotheses 1c and 1d are confirmed.

Similarly, there was a mean difference of 1.168 and a p-value of 0.05 in the results comparing the levels of affective commitment between the two generations. According to the results of this study, it can be inferred that Generation X and Generation Y have distinct levels of emotional commitment. Hypothesis 2 was supported.

**Table 4.** Test Results of Hypothesis 1 and 2

Hypothesis	Mean GX	Mean GY	Sig. (2 tailed)	Mean Difference	Test Result
Hypothesis -1a: Generation X and Generation Y have the different preference of instrumental work value.	4.555	4.523	0.461	0.032	Not supported
Hypothesis -1b: Generation X and Generation Y have the different preference of cognitive work value.	4.366	4.284	0.111	0.082	Not supported
Hypothesis -1c: Generation X and Generation Y have the different preference of prestige work value.	4.427	4.138	0.000	0.289	Supported
Hypothesis -1d: Generation X and Generation Y have the different preference of social/altruistic work value.	4.396	4.275	0.022	0.120	Supported
Hypothesis -2: Generation X and Generation Y have different levels of affective commitment.	6.148	4.980	0.000	1.168	Supported

Source: Primary data, processed (2022)

Hypothesis 3 was tested by following the Chow Method. The data regarding the regression weight of the influence of work values on affective commitment was presented in Table 5 for both generations.

**Table 5.** Regression Coefficient of Work Values on Affective Commitment

	B* (GX)	P-value	B* (GY)	P-value
(Constant)	4.314	0.000	3.236	0.000
Instrumental work values	-0.170	0.469	0.009	0.957
Cognitive work values	0.195	0.412	-0.262	0.124
Prestige work values	0.576	0.007	0.541	0.000
Social/altruistic work values	-0.181	0.338	0.137	0.286

Note: \* = Unstandardized Coefficients

Source: Primary data, processed (2022)

Other important data to define  $F_{\text{calculated}}$  and to determine  $F_{\text{distribution}}$  were reported in Table 6. Based on the data provided, steps to test hypothesis 3 were carried.

**Table 6.** Parameter to Define  $F_{\text{calculated}}$  and to Determine  $F_{\text{distribution}}$

Parameter	Value
Sum of square residual Gen X ( $\epsilon'\epsilon_{GX}$ )	92.833
Sum of square residual Gen Y ( $\epsilon'\epsilon_{GY}$ )	536.068
Sum of square residual total sample ( $\epsilon'\epsilon$ )	744.933
Number of cases Gen X (n)	158
Number of cases Gen Y (m)	472
Number of independent variables (p)	4
$F_{\text{calculated}}$	28.690
Degree of freedom (n+m-2p)	622
$F_{\text{distribution}}(0,95;4;622)$	2.38

Source: Primary data, processed (2022)

The results of the Chow Method (Table 7) showed that the  $F_{\text{calculated}}$  (28.690) was greater than the  $F_{\text{distribution}}$  (2.380) with a degree of freedom (df) value of 4.622 and the level of confidence ( $\alpha$ ) equal to 0.95. This indicated the differences between two multiple regression equations from the two sample groups (Table 5). Therefore, affective commitment was positively influenced by work values and moderated by generation.

**Table 7.** Chow Method Calculation Results

$\epsilon'\epsilon_{GX}$	$\epsilon'\epsilon_{GY}$	$\epsilon'\epsilon$	n	m	p
92.833	536.068	744.933	158	472	4 (independent variables)
$F_{\text{calculated}} = \frac{(\epsilon'\epsilon - \epsilon'\epsilon_{GX} - \epsilon'\epsilon_{GY})/p}{(\epsilon'\epsilon_{GX} + \epsilon'\epsilon_{GY})/(n+m-2p)} = \frac{(744.933 - 92.833 - 536.068)/4}{(92.833 + 536.068)/(2+472-2(4))} = 28,690;$					
$F_{\text{distribution}}(0,95;4;622) = 2.38$					

Source: Primary data, processed (2022)

## Discussion

The values of prestige and social/altruistic work differ significantly between generations X and Y, but not those of instrumental and cognitive work. This study's findings are contradictory with those of previous studies. Research has shown that Generation Y values prestige and social/altruistic values more than previous generations (Andrea *et al.*, 2016; Mahmoud *et al.*, 2021; Rani & Samuel, 2019; Twenge *et al.*, 2010).

The findings of this study suggest that even though technological modernization is said to create the same global perception among generations from various locations, generations who grew up in different locations may present different personalities and value preferences (Campbell *et al.*, 2015; Edmunds & Turner, 2005; S. Lyons & Kuron, 2014). The critics from Papavasileiou & Lyons (2015) regarding the global generation theory is supported by the differences in work value preferences between Generation X and Y in Indonesia and Generation X and Y in Western countries and several other Asian countries (Edmunds & Turner, 2005). Furthermore, the shifting generational differences theory is supported by the divergence in work value preferences between X and Y generations (Campbell *et al.*, 2015). Generation Y's preferences for instrumental and cognitive work values are not significantly different from those of Generation X, illustrating the gradual shift in character that occurs as generations pass.

These generations differ significantly in their levels of affective commitment, with Generation X scoring higher than Generation Y on this measure. As Rani & Samuel (2019) found, Generation X employees are more emotionally attached and feel more connected than Generation Y employees. Twenge & Campbell (2008) will indeed agree with this. Generation Y is lack of affective commitment. This generation has a high sense of narcissism, which leads them to look for better opportunities by changing jobs.

Generation moderates the relationship between work value and affective commitment, this showed that different generations have different work value preferences that affect the level of affective commitment. These findings supported by Leszczynska (2018) in which the differences

in work values affect affective commitment from the point of view of age differences. Prestige work value was identified as the work value that has the most positive influence on affective commitment in both generations.

Generation Y placed prestige work value at the bottom of the list, while Generation X put it at the top. This was an interesting finding. The authority aspect had the largest gap between Generation X and Generation Y based on the average aspects of the prestige work value (mean difference = 0.42). According to Wong *et al.* (2008) and Cennamo & Gardner (2008), Generation X expects authority in doing work and is more motivated by the element of power obtained in the workplace. This finding supports these previous studies.

Compared to Generation X, millennials place a higher value on three aspects of the workplace: the ability to learn on-the-job, flexible scheduling, and timely feedback. These findings support previous research which found that Generation Y is interested in finding solutions and looking for new approaches (Wiedmer, 2015), expects free time and relaxation during the workday (Andrea *et al.*, 2016; Twenge *et al.*, 2010), and expects more supervision to support their work achievement (Wiedmer, 2015).

## Conclusion and Implication

According to the findings of this study, the work value preferences of Indonesia's Generation X and Generation Y are not wholly distinct. Prestige and social/altruistic work value preferences differ significantly between generations, but instrumental and cognitive work value preferences remain similar. Furthermore, this study found that Generation X and Generation Y have significantly different levels of affective commitment, which may be due to Generation Y's narcissism, as this generation is more likely to change jobs in search of better opportunities (Twenge & Campbell, 2008). It was also found that generation influences the relationship between work value and affective commitment.

## Theoretical Implications

This study contributes to adding literatures of the intergenerational differences concept, particularly on work values and affective commitment. First, this study supports the concept of a linear shift in generational differences (Campbell *et al.*, 2015) where the new generation has several values passed down from their parents and develop some of these values into new and different characters from their parents. This is indicated by the work value preferences between Generation X and Y which are not completely different.

Second, this research also provides a critique for the global generation theory (Edmunds & Turner, 2005) which stated that today's young generations have relatively the same character due to the influence of modernization such as technological developments and the ease of long-distance communication. The differences between generations in the aspect of work value found in this study confirm that the work values of Generation X and Generation Y in Indonesia are different from the results of research on differences in work values between Generation X and Generation Y in several other countries (Mahmoud *et al.*, 2021; Rani & Samuel, 2016; Song *et al.*, 2020).

## Practical Implications

As previous studies have shown, employers who employ employees from different generations must consider the character and preferences of the different generations when making decisions and developing intervention programs related to human resource management. Generation X and Y are both concerned with the job security aspects, the facilities and benefits obtained, direct supervisor support, career development, and learning opportunities to develop their own abilities, so practitioners can create the same compensation system and job design for employees from these two generations. However, employers must pay more attention to the prestige work value aspects, especially aspects of authority in doing work that are preferred by Generation X than Generation Y.

Generation X and Generation Y's differing preferences for work value aspects can also be used to create job sector classifications and job characteristics that are appropriate for these generations. Job classification and job characteristics can be used to organize and prepare training needs for each job sector and job characteristics so that these generations can work together and contribute optimally. Employers of multigenerational and multinational staff must also consider the impact of the various cultural contexts on each generation they are dealing with.

### Limitations and Suggestions for Future Research

Some caveats about the study's scope and methods were noted, as were some avenues for future exploration. While there was a large disparity in the number of respondents between the Generation X and Y groups, the analysis and findings of this study were still valid based on previous studies (Rani & Samuel, 2019) which also had an unbalanced composition of the number of respondents in the group sample. This was because the study used online questionnaires for data collection that can be accessed by anyone who meets the requirements of the purposive sampling criteria set. To replicate these results, future research could use the quota purposive sampling method to assure an equitable distribution of respondents across generational samples.

The data in this study were collected only once because past research has shown that an individual's developed personality, values, beliefs, and expectations will remain consistent until they reach adulthood (S. Lyons & Kuron, 2014). Longitudinal data-collecting methods can be used in the future to verify that the variations in work values and affective commitment between generations are real and that the effects of generational moderation on these variables are also valid.

The results of this research show that even people of the same generation and living in the same place have different preferences regarding the value they place on certain aspects of their jobs. As noted in their studies, Campbell and Twenge (2008) and Campbell *et al.* (2015) suggest that parental values may play a role in this conclusion. To confirm that disparities in work values are also influenced by the values passed down from each generation's parents, another research might analyze the value differences of the parents for each generation and construct a derived values map between generations.

Lastly, this study only involved respondents from Generation X and Y who constituted the majority of the current workforce, but the workforce from Generation Z as a new generation has the opportunity to make a bigger contribution in the future. Generation Z was not involved in this study because of the limitations of Generation Z respondents who could meet the sampling criteria, such as having worked for more than 1 year in their current place of work. When this study was conducted, the oldest Generation Z was around 20 years old, and most of them were still in their bachelor's education. Further research is recommended to involve Generation Z so that it can complement the findings of this study.

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