

**THE INFLUENCE OF VALUE, COMMUNICATION STYLE AND  
WORKING ATTITUDE ON GENERATION X AND Y  
ORGANIZATIONAL COMMITMENT AT PT SUCOFINDO SBU  
LABORATORIUM****Lintang Arum Febrian<sup>1</sup>, Maria Jacinta Arquisola<sup>2</sup>**<sup>1</sup>President University, febrianlintangarum@gmail.com<sup>2</sup>President University, mjarquisola@president.ac.id

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**ABSTRACT**

*The dynamics within PT SUCOFINDO SBU Laboratorium stem from differences in values, communication styles, and work attitudes between generations. These disparities often lead to misunderstandings and conflicts. To address this, we conducted research aimed at determining whether differences in generations X and Y have an influence on their organizational commitment. A survey questionnaire was distributed to 100 employees. Linear regression was used to analyze the data. Findings indicate that generation X prioritize loyalty, work experience, and traditional communication; while Generation Y values adaptability and social responsibility, preferring informal communication. Both generations appreciate the organization's dedication, suggesting a need for managing generational differences. Strategies include generational sensitivity training, mentoring programs, communication workshops, diversity initiatives, and leadership development. Regular feedback mechanisms and collaborative projects are also recommended to foster a harmonious workplace. These approaches aim to create an enjoyable and effective environment across generations at PT SUCOFINDO SBU Laboratorium.*

**Keywords:** Communication Style, Gen X and Y, Organizational Commitment, Value, Working Attitudes

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**1. Introduction**

The concept of generational disparities in the workplace has become one of the most often discussed issues in the development of human resource management. The first study on the evolution of generational values was carried out by Mannheim in 1952 and was based on the sociological literature on the generations between 1920 and 1930. Mannheim (1952 cited in Makarti, 2016) found that there is a discrepancy between these ideals and how the younger generation should behave in social situations. In addition to the ideals and values instilled in the younger generation by the elder generation and the realities they confront, it is also said that social location has a significant impact on the development of individual consciousness.

Generations are defined as social constructions in which there are groups of individuals who are the same age and share the same past experiences. Furthermore, according to Mannheim (1952 cited in Makarti, 2016) who belong to one generation are those who were born in the same year, within 20 years, and who have the same social and political context. This definition is explicitly developed, stating that a generation is a

collection of people who share the same experiences over a period of time. A workforce as referred to in Law Number 13 of the Republic of Indonesia concerning Manpower is any person who is able to do work to produce goods and/or services both for their own needs and for the community. People aged 15–64 who are employed to create products or services are referred to as the working age population. Companies must deal with a workforce composition that varies in age depending on the generation of the last ten years to achieve the required business success.

People born between the middle of the 1960s and the early 1980s are referred to as Generation X. Since they were raised in a period where job security was highly prized, members of this generation were probably quite responsible and dedicated to their careers. They could also be more ready to spend the additional time and effort necessary to complete the task. Generation X individuals often demonstrate a sense of independence and resourcefulness which can greatly enhance their productivity and efficiency when working independently. Furthermore, their ability to take ownership of their actions and make decisions on their own can contribute to increased effectiveness and productivity (Makarti, 2016)

In addition, Generation X often adapt to change well and are eager to pick up new skills. They could be more receptive to employing cutting-edge tools and techniques, which might improve their output and performance at work. The term Generation Y describes those who were born between the early 1980s and the mid-1990s. Due to the fast technological development in which they grew up, this generation has a tendency to be quite proficient with digital tools and platforms. As a result, jobs requiring the use of technology may be completed more quickly and effectively. Because they emphasize their personal lives and interests outside of work, members of Generation Y may be more driven to perform tasks quickly and successfully during the allotted working hours. Additionally, they are more likely to use remote work choices, that can boost productivity by removing commute time and minimizing workplace distractions (Makarti, 2016).

According to research, the productivity and employee loyalty of Generations X and Y may vary. While both generations place a high value on job security and career possibilities, Generation Y is more likely to place an emphasis on work-life balance and a feeling of meaning and purpose in their careers. If they believe their present work does not align with their own beliefs or ambitions, they can be more motivated to look for other employment alternatives.

In terms of productivity, Generation Y is frequently seen as being more technologically adept and changeable, which can result in increased productivity in jobs requiring the use of technology. They can be less productive overall because they are more readily sidetracked by technology and social media.

The dedication, level of commitment, and connection that employees have to their superiors and jobs, however, are more loyal to generation X. This comprises the employee's readiness to work for the firm for an extended period of time, willingness to put up extra effort when required, willingness to promote the business, and attitude.

### **Case Profile**

The Government of the Republic of Indonesia and SGS Geneva jointly own PT Superintending Company of Indonesia (SUCOFINDO), which has a long history as Indonesia's first inspection firm. SUCOFINDO has formally joined the Survey Services Holding, known as ID Survey, together with PT Biro Statistik Indonesia (Persero), who serves as the holding's chairman, and PT Surveyor Indonesia. It was founded in 1956. In addition to taking creative and innovative actions and providing other associated services, SUCOFINDO also develops its offerings to meet the demands of the corporate world.

The study was conducted in PT SUCOFINDO Laboratorium sub-business unit, which is a well-established company. Despite this, there is a noticeable generational gap in the organization.

## 2. Literature Review

### 2.1 Organizational Commitment

One of the most important organizational ideas that has gotten a lot of attention in managerial literature is organizational commitment, which is important for both organizational performance and effectiveness. In many cases, a worker's level of commitment to the company is determined by how loyal they are to their employer. According to (Mathieu and Hamel, 1989 cited in Barbosa, & Gonçalves, 2018) there has been evidence of a connection between organizational commitment and satisfaction, productivity, and turnover.

Organizational commitment was described as "the relative strength of an individual's identification with and involvement in a particular organization" by (Porter et al. in 1974 cited in Barbosa, & Gonçalves, 2018). Meyer and Allen (2001) assert that individuals with high affective commitment, high normative commitment, and high continuation commitment continue to work for the organization because they feel obligated to, ought to, and should, respectively.

According to Allen and Meyer (1990, 1996; Karrasch, 2003; Greenberg, 2005; Turner and Chelladurai, 2005; Xue, Z., & Li, X. (2020), organizational commitment consists of three key elements: effective, continuous, and normative. A psychological connection to a firm is known as affective commitment. It denotes, in the words of Cohen (2003), a positive affection toward the organization, reflected in a desire to see the organization succeed in its goals and a feeling of pride at being part of the organization. Costs of leaving the company are part of the continuity commitment. According to (Meyer et al. 1993 cited in Suma, & Lesha, 2013). It deals with "an individual's awareness of the costs of leaving the organization."

A person finds it difficult to leave their company because of the unknown "opportunity cost" involved. having little or no options or quitting the company. High levels of this kind of commitment among employees have the tendency to stay with the company since they rely on it (Nagar, 2012; Meyer and Allen, 1991; Meyer et al., 1993; Ayeni and Phopoola, 2007) as well as normative commitment, or the sense of duty to continue with the group. According to Meyer et al. (1993) and Suma and Lesha (2013), normative commitment happens when an employee believes they should stay in the company, continuous commitment occurs when an employee has to stay, and affective commitment occurs when an employee wants to stay.

According to studies on commitment, continuous commitment has a negative relationship with organizational outcomes like performance and citizenship behavior, but emotional and normative commitment has a favorable relationship (Meyer, Stanley, Herscovitch, & Topolnycky, 2002) Additionally, research show that individuals who are more affectively committed to their work, careers, and jobs also have higher levels of continuation and normative commitments (Cropanzano, & Mitchell, 2005).

### 2.2 Value Concept

The concept of value is a multifaceted and dynamic notion that holds a central place in understanding human behaviors, societal structures, and ethical considerations. Rooted in both objective and subjective assessments, value encompasses a spectrum of meanings that extend beyond mere monetary worth. As (Smith 2003, as cited in Johnson, 2021) points out, value is not solely confined to economic evaluations; rather, it represents the intricate interplay of individual perceptions, cultural influences, and broader societal contexts.

In economic contexts, value often takes the form of a quantifiable measurement, typically denoted by a price tag. However, this utilitarian perspective falls short of encapsulating the full range of value's implications. Roberts (2010) argues that value goes beyond economic transactions, extending into the realm of personal beliefs, ethical considerations, and cultural norms. Individuals attribute value to various aspects of their lives based on their experiences, aspirations, and cultural backgrounds. For instance, a family heirloom might hold immense sentimental value despite having negligible monetary worth, demonstrating the deeply personal and symbolic dimensions of value.

The societal dimension of value is undeniable. Brown (2016) emphasizes that shared values serve as the bedrock upon which societies establish their norms, laws, and ethical frameworks. These values act as guiding principles that shape communal behaviors and interactions, providing a sense of cohesion and direction. Values foster a sense of identity and belonging, allowing individuals to align themselves with larger communities that share similar beliefs and principles. Considering the multidimensional nature of value is crucial for understanding human motivations and choices. Johnson (2021) highlights that values influence not only the decisions individuals make but also how they perceive the world around them. Values guide moral judgments and ethical considerations, playing a pivotal role in resolving ethical dilemmas and shaping personal integrity.

In an increasingly interconnected and diverse world, acknowledging and respecting differing values is essential for promoting tolerance and empathy. The recognition that values can vary significantly across cultures and individuals underscores the need for open dialogue and mutual understanding. By grasping the complexities of the concept of value, we can foster a more inclusive and harmonious global community where diverse perspectives are embraced and appreciated. From the vantage point of human resource management, the concept of employee value takes on a nuanced significance that goes beyond the conventional metrics of job performance. Within this framework, employee value encompasses a comprehensive evaluation of an individual's multifaceted contributions and potential impact on the organization. While quantifiable outputs remain essential, modern human resource professionals recognize that employee value is a composite construct that includes diverse attributes and competencies.

In the contemporary organizational landscape, employee value entails not just the mastery of technical skills, but also a range of soft skills and interpersonal qualities. Jackson and Ruderman (2019) emphasize that employees who exhibit adaptability, effective communication, and a willingness to collaborate contribute significantly to the organizational ecosystem. These qualities foster a harmonious work environment, enhancing team dynamics and overall productivity.

A forward-looking perspective on employee value extends beyond the present moment. Human resource practitioners acknowledge that nurturing the potential for growth and continuous learning is integral to maximizing employee value (Bock, 2015). Organizations that provide opportunities for skill development, training, and career progression not only empower their employees but also bolster their long-term value to the company. This approach aligns with the understanding that employees' capabilities can evolve over time, contributing to organizational resilience and agility.

Embracing the concept of employee value within human resource management is instrumental in fostering a thriving workforce. Recognizing and appreciating the diverse strengths that employees bring to the table contributes to higher levels of job satisfaction and engagement. When employees feel valued for their unique contributions and are provided with avenues for personal and professional development, they are more likely to be motivated, committed, and loyal to the organization (Jackson & Ruderman, 2019). This, in turn, leads to improved retention rates, reduced turnover costs, and a positive organizational culture that attracts top talent.

The notion of employee value, as perceived through the lens of human resource management, transcends conventional performance evaluations. It encompasses a holistic assessment of an individual's skills, attributes, potential for growth, and cultural fit within the organization. This broader perspective underscores the integral role that employees play in driving organizational success, and highlights the importance of fostering an environment that not only recognizes their contributions but also supports their ongoing development.

### **2.3 Communication Style**

The concept of communication style plays a crucial role in understanding how individuals convey and receive information within interpersonal interactions. Communication style refers to the distinctive patterns, methods, and preferences individuals employ when exchanging thoughts, ideas, and emotions (Barker, 2011). These styles encompass a spectrum of verbal and nonverbal cues, including language choice, tone of voice, body language, and pacing. According to (Barker, 2011), cultural backgrounds, personal experiences, and contextual factors influence an individual's communication style, giving rise to diverse approaches that can either facilitate or hinder effective communication. Recognizing and adapting to different communication styles is pivotal for minimizing

misunderstandings, building rapport, and fostering successful interactions in various social and professional settings.

Effective communication lies at the core of successful organizational operations, and within the domain of human resource management, the concept of communication style becomes a focal point in understanding the intricate dynamics of workplace interactions. Communication style refers to the unique blend of verbal and nonverbal behaviors, linguistic choices, and interpersonal preferences that individuals utilize to convey messages, express emotions, and engage in dialogues with their colleagues and peers (Barker, 2011). This multifaceted construct transcends the literal exchange of information, encompassing the subtleties of expression, cultural nuances, and psychological dimensions that influence how messages are both sent and received.

An essential premise of communication style is its dynamic nature, stemming from the individual's amalgamation of personal attributes, cultural upbringing, and contextual factors. As posited by (Barker, 2011), communication style reflects an individual's learned and ingrained preferences, ranging from directness to indirectness, formality to informality, and even the pace and rhythm of speech. Furthermore, an employee's cultural background significantly influences their communication style, shaping not only their language use but also their nonverbal cues and interpretations (Barker, 2011).

In the modern workplace, characterized by diversity and globalization, recognizing and embracing different communication styles is paramount for effective collaboration and harmonious relations. Human resource professionals, as champions of organizational culture and effective interactions, play a pivotal role in facilitating this recognition and adaptation. Acknowledging the intricate role of communication style, HR departments can design training programs that sensitize employees to the diverse ways in which messages can be conveyed. This extends beyond linguistic considerations to encompass nonverbal cues, such as body language and facial expressions, which can vary significantly across cultures (Kirkman et al., 2009).

The nuances of communication style go beyond just intercultural interactions. They also encompass individual differences in communication preferences that arise from personality traits, prior experiences, and even situational factors. For instance, some employees might favor a more straightforward and succinct communication style, while others may place greater emphasis on contextual details and narratives. Recognizing and accommodating these differences can lead to more effective information sharing, improved conflict resolution, and a greater sense of psychological safety within the workplace.

A strategic approach to managing communication styles can significantly impact team dynamics and overall organizational climate. Human resource professionals can facilitate open forums and platforms for employees to discuss their communication preferences and challenges. This not only enhances mutual understanding but also promotes the feeling that individual voices are heard and valued. Additionally, HR departments can act as mediators in situations where communication breakdowns occur, helping parties involved navigate through differences in style and meaning.

The human resource perspective on communication style underscores the vital role it plays in shaping workplace relationships, information flow, and overall organizational success. By recognizing the multi-faceted nature of communication styles and implementing strategies that promote awareness, understanding, and adaptation, HR professionals contribute to the creation of a communicative culture that celebrates diversity, fosters inclusivity, and ultimately elevates employee engagement and performance.

## **2.4 Working Attitude**

The concept of working attitude encompasses a vital aspect of an individual's approach to their job responsibilities and interactions within the workplace. Working attitude refers to the mindset, disposition, and emotions that individuals bring to their work-related activities (Judge & Bono, 2001). This attitude plays a pivotal role in shaping an employee's behavior, performance, and overall contribution to the organization. Positive working attitudes, characterized by attributes such as enthusiasm, dedication, and a proactive approach, can significantly enhance individual and team performance (Bakker & Demerouti, 2008). Conversely, negative working attitudes, marked by factors like cynicism or disengagement, can hinder productivity, teamwork, and organizational outcomes.

Understanding and managing working attitudes are critical for fostering a productive and harmonious work environment that promotes employee well-being and contributes to organizational success.

The concept of working attitude among employees holds a profound significance in shaping the overall organizational climate and performance. Working attitude encompasses a spectrum of cognitive, affective, and behavioral elements that determine how employees approach their tasks, interact with colleagues, and contribute to the organization's objectives (Schneider, Gunnarson, & Wheeler, 2016). This perspective underscores the intrinsic motivation, values, and emotions that individuals bring to their roles, influencing their work ethic and commitment.

Positive working attitudes are characterized by attributes such as enthusiasm, proactivity, and a strong sense of ownership. Employees with a positive attitude tend to be more engaged in their tasks and demonstrate a willingness to go above and beyond their responsibilities (Bakker & Demerouti, 2008). Their approach fosters a collaborative environment, where teamwork and creative problem-solving thrive, ultimately contributing to improved organizational outcomes (Luthans & Youssef, 2007).

Negative working attitudes, such as cynicism, resistance to change, or a lack of motivation, can have detrimental effects on individual and team performance. These attitudes not only hinder productivity but also create a toxic work environment that impacts overall morale (Guchait & Cho, 2010). The influence of working attitudes on turnover rates and employee satisfaction is well-documented, with negative attitudes often being correlated with higher turnover intentions (Guchait & Cho, 2010).

Human resource professionals play a crucial role in shaping and managing working attitudes. They can influence attitudes through effective leadership, communication, and development initiatives that foster a culture of respect, recognition, and growth (Meyer et al., 2019). By aligning organizational values and goals with employees' intrinsic motivations, HR can create an environment where positive working attitudes flourish. This not only enhances employee satisfaction and well-being but also supports the organization's broader strategic objectives.

## 2.5 Hypothesis Development

Influence in values, communication styles and working attitude between Generation X and Y employees at PT SUCOFINDO Laboratories can lead to conflicts and misunderstandings in the workplace. There is a paucity of research on the extent to which in values, communication styles, and attitudes toward work between Generation X and Y employees impact employees' overall organizational commitment. at the SUCOFINDO Laboratorium workplace.

Generational differences in the workplace have become a topic of increasing interest and importance. With Generation X and Generation Y making up a significant portion of the workforce, understanding their values and preferences is crucial for organizations to effectively manage and engage their employees.

Generation Y employees will exhibit a stronger understanding of and alignment with organizational values compared to Generation X employees. This hypothesis is based on the notion that Generation Y, often referred to as Millennials, are known for valuing meaningful work experiences and purpose-driven organizations (Twenge & Campbell, 2008). Generation X employees, while potentially exhibiting a slightly lower understanding of organizational values compared to Generation Y, may demonstrate a greater appreciation for the stability and consistency that aligning with these values can bring to their careers. As a generation that experienced economic shifts and technological advancements, Generation X employees may prioritize the reliability and sense of belonging that organizational values can provide (Twenge & Campbell, 2008). Based on the premises above, the proposed hypothesis is as follows:

### **H1: Value has an influence on Generation X and Generation Y organizational commitment at PT SUCOFINDO SBU Laboratorium**

Generational differences in the workplace have become a topic of increasing interest and importance. With Generation X and Generation Y making up a significant portion of the workforce, understanding their communication style and preferences is crucial for organizations to effectively manage and engage their employees. Generation Y employees will exhibit a preference for more dynamic and technology-driven

communication styles compared to Generation X employees. This hypothesis is rooted in the idea that Generation Y, having grown up in an era characterized by rapid technological advancements and digital communication tools, may value and prioritize communication that is quick, adaptable, and inclusive of various digital platforms (Twenge & Campbell, 2008). Generation X workers, possibly displaying a inclination for conventional and in-person communication approaches, might emphasize the significance of precise and straightforward communication for fostering organizational dedication. Given their exposure to the shift from traditional communication methods to the digital era, Generation X individuals could prioritize effective and unequivocal communication that resonates with their preference for efficiency and practicality (Twenge & Campbell, 2008). Based on the premises, the proposed hypothesis is as follows:

**H2: Communication Style has an influence on Generation X and Generation Y organizational commitment at PT SUCOFINDO SBU Laboratorium**

Generational differences in the workplace have become a topic of increasing interest and importance. With Generation X and Generation Y making up a significant portion of the workforce, understanding their working attitude and preferences is crucial for organizations to effectively manage and engage their employees.

Generation Y workers are expected to show a greater tendency towards valuing work-life balance and personal satisfaction in their approach to work compared to their Generation X counterparts. This proposition is rooted in the notion that Generation Y has been influenced by shifts in society that emphasize individual well-being, which might lead them to prioritize a working attitude that aligns with their aspirations for fulfilling work experiences and overall life contentment (Twenge & Campbell, 2008). Conversely, Generation X employees may possibly display a predilection for qualities like strong work ethic and resilience, with an elevated focus on values such as loyalty and commitment in their approach to work. This tendency can be attributed to their exposure to economic changes and transformations in employment practices, which have led Generation X to place considerable importance on organizational stability and dedicated engagement as integral elements of their work approach (Twenge & Campbell, 2008). Based on the premises above, the proposed hypothesis is as follows:

**H3: Working Attitude has an influence on Generation X and Generation Y organizational commitment at PT SUCOFINDO SBU Laboratorium**

**2.7 Conceptual Framework**

Based on the premises and hypothesis presented, below is the study’s conceptual framework:

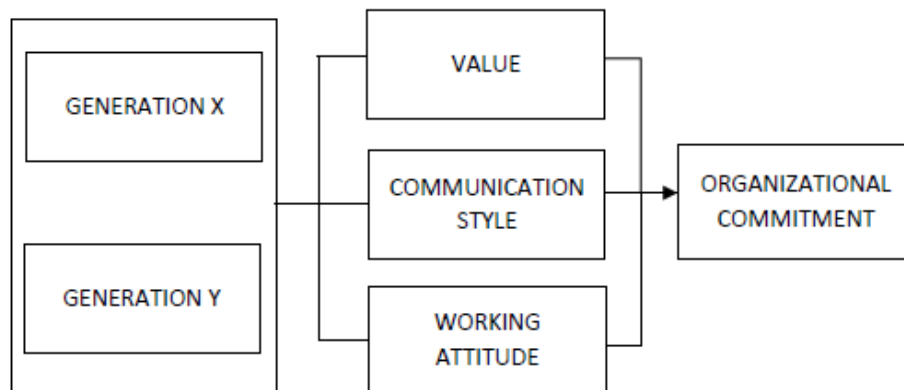


Figure 1. Conceptual Framework

### 3. Research Method

#### 3.1 Research Design

The method used in this study is a quantitative method. Quantitative approach is research that focuses on number-based data received from respondents and processed using statistical models (Sekaran & Bougie, 2016). In this study, researchers used 4 variables, consisting of 3 independent variable and 1 dependent variable. This study also aims to test the method used, which is related to organizational commitment.

The study was conducted at PT Superintending Company of Indonesia (SUCOFINDO) which is located in JL Arteri Tol Cibitung – Bekasi. While the subjects in this study were employees of PT SUCOFINDO SBU Laboratorium.

#### 3.2 Research Collection Method

Data collection techniques in this study used questionnaires distributed to 100 employees through the HRD managers PT. SUCOFINDO SBU Laboratorium. The survey questionnaire is a data collection technique that is done by giving a set of questions or written statements for respondents to answer, usually in clearly defined alternatives. (Sekaran & Bougie, 2016). The questionnaire contains respondent data, questions, and statements that are expected to explain whether value, communication style, and working attitude can affect organizational commitment. The Likert scale is used as the measuring scale in this study for quantitative variables. The Likert scale is used to gauge an individual's or group's attitudes, beliefs, and perceptions on social issues. The Likert scale has five categories, including the following:

Table 1. Likert Scale Measurement Table

Information	Score
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Source: (Sekaran & Bougie, 2016).



### 3.3 Sampling Technique

The population in this study were employees of PT. SUCOFINDO SBU Laboratorium. The sampling technique is non-probability sampling. Researchers can determine their own samples taken because of certain considerations (Sekaran, 2017). This study took respondents from employees of PT. SUCOFINDO SBU Laboratorium.

At the beginning it was explained that the purpose of this study was to analyze the influence of value, communication style, and working attitude on organizational commitment at PT. SUCOFINDO SBU Laboratorium.

For this study the following criteria were used to select the respondents:

- a) Gender
- b) Age
- c) Years of Employment
- d) Employment Status
- e) Employee by Cost

### 3.3 Research Instrument

#### 1. Validity and Reliability Test

Based on (Sekaran & Bougie, 2016) validity is a test of how well an instrument is developed to measure a particular concept that you want to measure. Which means validity can measure the concept appropriately. A question item is said to be valid if the correlation value is greater than the table correlation value at a significant level of  $<0.05$  or  $<5\%$ . Based on Sekaran & Bougie (2016) the reliability test is a test that shows the extent to which the stability and consistency of the research measuring instruments used, thus providing consistent results if the research is repeated. Alpha, that is, if it is closer to number 1, the value of a reliability, consistency will be higher and if the value of Cronbach Alpha is above 0.6 then the reliability will be accepted

### 3.4 Data Analysis Methods

Data analysis is an activity after data from all respondents or other data sources are collected. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data from each variable studied, performing calculations to answer problem formulations and performing calculations to test hypotheses that have been proposed (Sekaran & Bougie, 2017) After the data from all respondents is collected, the researcher will group the data based on variables from all respondents and perform calculations to answer the problem formulation. Data analysis is also used to test hypotheses presented by researchers and determine the influence between independent variables (X) on dependent variables (Y).

#### 1. Multiple Linear Regression

Regression analysis, according to Ghozali (2013), is used to assess the strength of a relationship between two or more variables and also reveals the relationship's direction between the dependent and independent variables. Knowing the connection between a dependent variable and its independent variable is the purpose of multiple linear regression analysis. Multiple linear regression analysis is used to investigate the relationship between the independent variables X1 (Value), X2 (Communication Style), and X3 (Working Attitude), and the dependent variable Y (Organizational Commitment). Multiple linear regression is a statistical method that helps determine how the combination of these independent variables influences or predicts the value of the dependent variable, in this case, the level of organizational commitment. It seeks to understand how changes in X1, X2, and X3 are

associated with changes in Y, considering the potential collective impact of these three variables on organizational commitment. a. Linear Regression Equation

### 2. F Statistical Test

F statistical test is used to check the model fit. In a test, F explained that if the p-value  $> 0.05$  or 5%, the significance level, then the model cannot be used. Otherwise, if p-value  $<$  from the significance level of significance of 0.05 or 5%, then the model is fit and can be used for further analysis.

### 3. T-Test

The organizational commitment (dependent variable) is shown to be somewhat influenced by anticipated value, communication style, and working attitude (independent variables) using the statistical t-test. The t statistic test demonstrates how much a single independent variable contributes to the explanation of the dependent variable. For each independent variable, t statistics calculations will yield a computed value that may be compared to the p-value at a significance level of 5%. The test criteria are:

- a) If p-value  $<$  significance level, then  $H_0$  is rejected, and  $H_a$  is accepted, meaning that the independent variable has a partial influence on the dependent variable.
- b) If p-value  $>$  significance level, then  $H_0$  is accepted, and  $H_a$  is rejected, meaning that the independent variable has no partial effect on the dependent variable.

### 3) Coefficient of Determination ( $R^2$ )

The coefficient of determination describes how much the change in the independent variable ( $X_1$ ,  $X_2$ , and  $X_3$ ) is able to explain the variation of the dependent variable (Y). The value of the coefficient of determination can explain the goodness of the regression model in predicting the dependent variable. The higher the value of the coefficient of determination, the better the ability of the independent variable in explaining the behavior of the dependent variable. (Santosa, 2005).

## 4. Data Description

### 4.1 Characteristics Respondents

The respondents exhibit a wide range of backgrounds, which is a key aspect under scrutiny in this research. We aim to discern the various aspects of their backgrounds, including gender, age, years of employment, employment status, and whether they are employed at a cost. The findings of our study are as follows:

#### 1. Gender Characteristics

Gender	Subtotal	Percentage
Female	30	30%
Male	70	70%
Total	100	100%

Referring to the data presented in Table 2, this research used a sample of 100 employee respondents. When examining the gender distribution in this sample, it was noted that 70 respondents (70%) were male, while the remaining 30 respondents (30%), were Female.

## 2. Respondents' Age Characteristics

Table 3. Characteristic Age

Age	Sub-total	Percentage
27-35 Years	36	36%
36-45 Years	18	18%
>45 Years	46	46%
Total	100	100%

Referring to the data in Table 3, this study employed a sample comprising 100 employees. When categorizing this sample by age, it was segmented into three groups. The largest contingent, comprising 46 respondents, or 46%, falls within the age group of over 45 years.

## 3. Respondents' Years of Employment

Table 4. Characteristic Years of Employment

Years of Employment	Sub-total	Percentage
0-10 Years	42	42%
10-20 Years	23	23%
>20 Years	35	35%
Total	100	100%

Regarding the data displayed in Table 4, this research utilized a sample comprising 100 employees. When organizing the sample based on Years of Employment, it was categorized into three distinct groups. The most substantial group, encompassing 42 respondents or 42%, belonged to the 0-10 years of work experience category.

## 4. Respondents' Employment Status

Table 5. Characteristic Employment Status

Employment Status	Sub-total	Percentage
Non-Permanent Employee	37	37%
Permanent Employee	63	63%
Total	100	100%

According to the information presented in Table 5, this study employed a sample comprising 100 employees. When classifying the sample by employee status, it was divided into two distinct groups. The larger of the two groups, consisting of 63 respondents, or 63% of the employees, held permanent positions.

## 5. Respondents' Employee Category

Table 6. Characteristic Employment Status

Employee Category	Sub-total	Percentage
Operational	54	54%

Non-Operational	46	46%
Total	100	100%

Based on the information provided in Table 6., this research utilized a sample of 100 employees. When classifying the sample based on employee costs, it was segmented into two distinct groups. The larger of these groups consisted of 54 respondents, which accounts for 54% of the employees and falls under the operational category in terms of employee costs.

## 5. Result of Data Analysis

### 5.1 Validity and Reliability test

To test the quality of the instrument data, this study used validity and reliability tests. Research must have validity and reliability tests as the main requirements. The use of valid instruments will produce reliable data and valid research results.

#### Validity Test Result

The thing to do before showing that all statement indicators are worthy of being used as research instruments is to test a large sample of 50 respondents who are Gen Y. The significance level is 5% if the value of  $r_{count} > r_{table}$  at a probability level  $< 0.05$  then the statement is valid (Sekaran & Bougie, 2016) and here is the validity tested:

Table 7. Validity Test Results from Research Variable Items

Variable	Items	Sig.	Limits	Description
Value	X1.1	<0,001	0,05	Valid
	X1.2	<0,001	0,05	Valid
	X1.3	<0,001	0,05	Valid
	X1.4	<0,001	0,05	Valid
	X2.1	<0,001	0,05	Valid
Communication St	X2.2	<0,001	0,05	Valid
	X2.3	<0,001	0,05	Valid
	X2.4	<0,001	0,05	Valid
	X2.5	<0,001	0,05	Valid
	X2.6	<0,001	0,05	Valid
	X3.1	0,018	0,05	Valid
Working Attitud	X3.2	<0,001	0,05	Valid
	X3.3	<0,001	0,05	Valid
	X3.4	<0,001	0,05	Valid
	X3.5	<0,001	0,05	Valid
Organizational Commitment	Y1.1	<0,001	0,05	Valid
	Y1.2	<0,001	0,05	Valid
	Y1.3	<0,001	0,05	Valid
	Y1.4	<0,001	0,05	Valid
	Y1.5	<0,001	0,05	Valid

Source: Primary data 2023

Based on the results of the validity test with a total of 50 respondents of generation x, it can be seen that all statements regarding value, communication style, working attitude, and organizational commitment submitted to respondents are valid because they are seen from the significance value  $< 0.05$ , so it can be concluded that all existing statements in the questionnaire can be said to be feasible as an instrument to measure research data.

#### Reliability Test

The thing to do after showing that all statement variables deserve to be used as research instruments is to test a large sample of 50 respondents of generation x. The statement can be said to be reliable if Cronbach's Alpha value > 0.6 (Sekaran & Bougie, 2016). The following are reliable test results:

Table 8. Result Reliability Test Items Research Variable

Variable	Cronbach's Alpha	Description
Value	0,602	Reliable
Communication Style	0,935	Reliable
Working Attitude	0,773	Reliable
Organizational Commitment	0,944	Reliable

Source: Primary data, 2023

The Cronbach's Alpha value of the variables value, communication style, working attitude, and organizational commitment can be concluded that all variables in the statement are declared reliable because they have met the required value, namely the Cronbach Alpha value > 0,6 based on the table of reliability test results from 50 respondents.

### 5.3 Multiple Regression Analysis

According to Ghozali (2013) said that linear regression analysis was used to test how strong the influence was between two or more variables, and to show the direction of the influence between the independent variable and the dependent variable. This study used multiple linear regression analysis, it is based on more than 1 independent variable (value, communication style, and working attitude) on the dependent variable (organizational commitment). In the multiple linear regression analysis model will be tested simultaneously (F test) or partially (t test) and the coefficient of determination. The provisions of the significance test of the F test and t test are if the p-value 0.05 means that value, communication style, working attitude simultaneously or partially have a significant effect on organizational commitment.

The summary of the results of the multiple linear regression analysis can be seen on Table 9.

Table 9. Linear Regression Test Results

Variable	B	Std. Error	Beta	T Count	Sig T	Description
Value	0,434	0,205	0,164	2,117	0,040	Significant
Communication Style	0,384	0,094	0,460	4,065	0,000	Significant
Working Attitude	0,456	0,132	0,416	3,521	0,000	Significant
F Count	48.354					
Sig F	<0,001					
Adjusted R Square	0,744					

Source: Primary Data 2023

- The regression coefficient of X1 (value) is 0.164 of all the factors studied. This means that if the value variable increases, it will be able to increase organizational commitment assuming other variables remain. Thus, it can be concluded that the value variable has a positive relationship with organizational commitment.
- The regression coefficient of X2 (communication style) is 0.460 of all the factors studied. This means that if the communication style variable increases, it will be able to increase organizational commitment assuming other variables remain. Thus, it can be concluded that the communicational style variable has a positive relationship with organizational commitment.
- The regression coefficient of X3 (working attitude) is 0.416 of all the factors studied. This means that if the working attitude variable increases, it will be able to increase organizational commitment assuming other

variables remain. Thus, it can be concluded that the working attitude variable has a positive relationship with organizational commitment.

#### 5.4 Model Test (F Test)

Based on Simultaneous Regression, the F-count value is 48.354 with probability (p) = 0.000. Based on the provisions of the F test where the probability value (p) 0.05, value, communication style, and working attitude simultaneously affect organizational commitment.

#### 5.5 Partial Regression Test (T Test)

##### 1. Influence of value on Organizational Commitment

Based on the partial regression test, the t-count value is 2.117 and with probability (p) = 0.04 < 0.05. This means that value has a significant effect on organizational commitment. Thus, Hypothesis 1 which states "Generation X and Y employees understand about value in organizational commitment", is accepted.

##### 2. Influence of Communication Style on Organizational Commitment

Based on the partial regression test, the t-count value is 4.065 and with probability (p) = 0.000 < 0.05. This means that communication style has a significant effect on organizational commitment. Thus, Hypothesis 2 which states "Generation X and Y employees understand about communication style in organizational commitment", is accepted.

##### 3. Influence of Working Attitude on Organizational Commitment

Based on the partial regression test, the t-count value is 3.521 and with probability (p) = 0.000 < 0.05. This means that working attitude has a significant effect on organizational commitment. Thus, Hypothesis 3 which states that "Generation X and Y employees understand about working attitude in organizational commitment", is accepted.

#### 5.6 Coefficient of Determination (R<sup>2</sup>)

The influence of value, communication style, and working attitude simultaneous influence organizational commitment indicated by the value of Adjusted R Square is 0.759. That is, 75,9% (100%-24,1%) of organizational commitment is influenced by value, communication style, working attitude, and the remaining 24,1% is influenced by other things

#### 5.7 Hypothesis Testing

This research was conducted to determine the effect value, communication style, and working attitude on understanding organizational commitment at PT. Sucofindo. In this part author will explain the result that have been obtained in the data analysis.

##### 1. The influence of value on organizational commitment.

The first hypothesis of this research is Generation X employees understand about value in organizational commitment (H1) the result of hypothesis testing for value variable show a probability value 0.040 < 0.05. It can be concluded that value has positive and significant effect on understanding organizational commitment.

##### 2. The influence of communication style on organizational commitment.

The second hypothesis of this research is Generation X employees understand about communication style in organizational commitment (H2) the result of hypothesis testing for communication style variable show a probability value 0.000 < 0.05. I can be concluded that communication style has positive and significant effect on understanding organizational commitment.

##### 3. The influence of working attitude on organizational commitment.

The third hypothesis of this research is Generation X employees understand about working attitude in organizational commitment (H3) the result of hypothesis testing for organizational commitment variable shows a probability value 0.000 < 0.05. It can be concluded that working attitude has positive and significant effect on understanding organizational commitment.

## 6. Discussion

This research was conducted to determine the influence of values, communication styles and work attitudes on understanding organizational commitment in generations x and y at PT. SUCOFINDO Laboratory. In this section the author will explain the results obtained in the previous section. The author explains the results of data analysis as follows:

### *The influence of value on organizational commitment*

The empirical results of the hypothesis testing for the variable "value" show a probability value of 0.040, which is less than the accepted significance level of 0.05. Because of this, we can say with confidence that the idea of value has an impact on how Generation X employees perceive organizational commitment in a way that is both positive and statistically significant. This finding has important ramifications for how we understand the dynamics of the workforce, particularly how this age group's perceptions of commitment and value interact.

However, it is important to situate this theory and its findings in the larger context of the body of research on generational differences in workplace attitudes and values. An important claim made in this corpus of study contends that Generation Y, sometimes known colloquially as the "Millennials," shows a stronger affinity for and alignment with corporate principles than do their Generation X predecessors. This theory is supported by the finding that members of Generation Y prioritize meaningful employment opportunities and are attracted to businesses that provide a strong sense of mission (Twenge & Campbell, 2008). This preference for work that serves a greater purpose than merely financial gain is consistent with their desire for employment that does so, suggesting a deeper need for personal satisfaction via their professional endeavors.

While Generation X employees may not necessarily lack understanding of corporate ideals, they may exhibit a somewhat lower level of alignment with these values. Contrarily, they could show a greater appreciation for the constancy and stability that upholding these ideals can provide to their jobs. In order to balance the inherent uncertainty in their professional lives, Generation X employees may prioritize the dependability and sense of belonging that organizational values offer (Twenge & Campbell, 2008). This is because they are a generation that has experienced significant economic upheavals and technological advancements.

Therefore, it becomes clear that the link between generational cohorts, the sense of value, and organizational commitment is extremely multidimensional, founded in the fascinating evidence gained from our hypothesis testing. Although Generation X employees definitely understand the significance of values in corporate commitment, there may be slight differences between their views toward and alignment with these values as compared to those of their Generation Y counterparts. This complex interaction between generational characteristics and workplace attitudes calls for more investigation and calls for more complex theories that delve into the intricacies both within and across generational cohorts.

### *The influence of communication style on organizational commitment*

The communication style variable's hypothesis testing findings revealed an extremely low probability value of 0.000, which is much below the usual significance threshold of 0.05. Therefore, this persuasive statistical result strongly suggests that communication style has a powerful, favorable, and extremely substantial impact on Generation Y employees' view of organizational commitment. This important finding has broad ramifications for our understanding of the complex processes underlying organizational commitment, especially in the setting of a highly developed technology society marked by digital interconnection.

The substantial body of research on generational variations in workplace communication preferences and values must be taken into account in order to fully understand this theory and its consequences. This body of research's fundamental tenet contends that, in comparison to Generation X, Generation Y, often known as the Millennial generation, favors more dynamic and technologically advanced communication techniques. The fact that members of Generation Y have reached adulthood at a period of fast technological advancement and pervasive usage of digital communication technologies serves as a solid foundation for this theory. Because of this, they frequently place a higher value on communication that is quick, flexible, and inclusive of a variety of digital platforms (Twenge & Campbell, 2008).

The necessity of clear and direct communication as a way to foster corporate commitment may be emphasized by Generation X personnel, who may tend toward traditional, face-to-face communication techniques. Generation X people may favor clear, concise communication that fits with their demand for effectiveness and practicality given their unique experience to the change from conventional to digital communication techniques (Twenge & Campbell, 2008).

Expanding on the exciting findings from our hypothesis testing, it becomes more and more clear that there are many facets to the link between generational cohorts, communication style, and organizational commitment. Although Generation Y workers undoubtedly have a deep awareness of how communication style affects organizational commitment, their tastes and expectations in this area may be very different from those of their Generation X colleagues. This complex interplay between generational characteristics, communication dynamics, and workplace attitudes acts as a spur for more study and encourages us to develop more complex theories that reveal the intricacies within and across generational cohorts.

In light of these factors, we provide a more specific hypothesis (H2) that applies to both Generation X and Generation Y workers, contending that both have a complex understanding of how communication style affects organizational commitment. In order to effectively engage and encourage commitment across these many generational groups, companies must adapt and modify their communication tactics. This understanding is likely to show itself via different communication preferences and expectations.

#### ***The effect of working attitude on organizational commitment***

The results of the hypothesis testing for the variable "working attitude" have a very low probability value of 0.000, which is noticeably less than the usual significance level of 0.05. This statistical conclusion demonstrates that working attitude has a powerful, advantageous, and highly significant impact on Generation Y employees' understanding of organizational commitment. This finding has significant implications for our understanding of the complex dynamics underlying the link between people's work attitudes and their organizational commitment, particularly in the context of the dynamic modern workplace.

The considerable literature on generational differences in workplace attitudes and values must be taken into account in order to properly situate this theory and its consequences. A fundamental concept of the body of study is that Generation Y workers, as opposed to their Generation X counterparts, tend to place a substantially more emphasis on values like work-life balance and personal happiness in their approach to the workplace. This claim is based on the idea that cultural changes that put an emphasis on personal well-being have had a significant impact on Generation Y. As a result, individuals are compelled by nature to place a higher value on a working attitude that supports their goals of having fruitful professional experiences and general well-being (Twenge & Campbell, 2008).

On the other hand, Generation X workers can potentially show a predilection towards traits like a strong work ethic and perseverance, placing a greater premium on values like loyalty and devotion in their approach to the workplace. This propensity can be attributed to their exposure to significant changes in job practices and economic trends. Generation X now places a high value on organizational stability and steadfast focus as essential elements of their work style as a result of these experiences (Twenge & Campbell, 2008).



It becomes increasingly clear that the relationship between generational cohorts, work attitude, and organizational commitment is a multifaceted and always changing phenomena as we build on the fascinating findings obtained from our hypothesis testing. The work attitudes and goals of Generation Y employees may differ greatly from those of their Generation X colleagues, despite the fact that they undoubtedly have a deep awareness of the relationship between work attitude and organizational commitment. This complex interaction between generational characteristics, work attitudes, and workplace dynamics serves as a spur for additional study and compels us to develop more complex theories that reveal the intricacies within and across generational cohorts.

Our Hypothesis 3 which assumes that both Generation X and Generation Y employees have a comprehensive understanding of the role of working attitude in organizational commitment, is based on these complex considerations. However, this understanding is probably going to show up in different work goals and attitudes, highlighting the significance of companies customizing their engagement and commitment strategies to suit the varied expectations and ambitions of these various generational groups.

This complex comprehension of how generational cohorts, work attitudes, and organizational commitment interact not only paves the way for additional research but also emphasizes the critical importance of adaptability, inclusivity, and holistic strategies in the management of a modern, multigenerational workforce.

## 6. Conclusions and Recommendations

The study carried out at PT SUCOFINDO SBU Laboratorium focused on values, communication style, and working attitude to examine the influence between Generation X and Generation Y (Millennials) personnel in terms of their sense of organizational commitment.

The generational variations in beliefs, communication preferences, and work attitudes are to blame for these misunderstanding gaps. While Generation Y favors flexibility, work-life balance, casual communication, and a more entrepreneurial attitude to work, Generation X values traditional loyalty and hard effort, prefers formal communication, and has a more conventional work ethic.

The study revealed that influence of value on organizational commitment. The study discovered a favorable and significant impact of value on Generation X and Generation Y employees' comprehension of organizational commitment. While Generation Y employees prioritize commitment based on meaningful work experiences and a feeling of purpose, Generation X employees place a higher value on organizational commitment motivated by the reliability and sense of belonging these values bring.

The study revealed that influence of communication style on organizational commitment. Both Generation X and Generation Y workers' loyalty to the business is positively and significantly impacted by communication style. The main distinction is in the focus and preference: Generation Y workers place a high value on technology-driven, dynamic communication styles, whereas Generation X workers place an emphasis on direct and efficient communication channels.

The study revealed that working attitude on organizational commitment. This result was shown to have a favorable and considerable impact on how both Generation X and Generation Y personnel understood organizational commitment. While Generation X employees value traits that create organizational stability and dedication, Generation Y employees emphasize work attitudes that promote individual well-being.

## Recommendations

Here are some specific recommendations to PT SUCOFINDO SBU Laboratorium on how to effectively manage and leverage these generational differences:

### 1. Sensitivity Training

These programs can help Gen X and Y understand the characteristics, values, and communication preferences of each generation. By fostering empathy and awareness, employees can better relate to and collaborate with colleagues from different generations.

1) Mentorship Programs.

Implement mentorship programs that pair Generation X and Generation Y employees as mentors and mentees. This cross-generational mentorship can facilitate knowledge transfer and bridge the generation gap.

2) Communication Workshops.

Organize communication workshops that focus on effective cross-generational communication. Provide training on how to adapt communication styles to suit different preferences. For instance, Generation X employees can learn to be more open to informal communication channels, while Generation Y employees can practice more formal communication when needed.

3) Diversity and Inclusion Initiatives.

Develop diversity and inclusion initiatives that celebrate generational diversity alongside other forms of diversity. Encourage Gen X and Y to share their experiences and insights related to their generational backgrounds. This can create a more inclusive atmosphere and reduce stereotypes or biases.

4) Feedback Mechanisms.

Create feedback channels so that staff members may voice their worries or ideas regarding generational gaps. Discuss any problems or misunderstandings that may emerge in frank and transparent ways. Use this input to guide future learning and development initiatives.

5) Collaborative Projects.

Encourage cross-generational collaboration on projects and initiatives. When Gen X and Y from different generations work together on teams, they can leverage each other's strengths and learn from one another. This can lead to innovative solutions and better outcomes.

6) Leadership Development.

Invest in leadership development programs that emphasize inclusive leadership. Train managers and leaders to be aware of generational differences and to create an environment where Gen X and Y of all generations feel valued and heard.

7) Regular Check-Ins.

Conduct regular check-ins with employees to assess their job satisfaction and address any concerns related to generational dynamics. Make adjustments to policies and practices as needed to accommodate the evolving needs and expectations of both Generation X and Generation Y.

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