

# Decoding Gen Y and Z: The Impact of Commitment and Job Satisfaction on Employee Attributes

Auadhathi Datta<sup>1</sup>, Dr P Lakshmi Narayanamma<sup>2</sup>

<sup>1</sup>Research Scholar, Department of management studies, Vignan's Foundation for Science, Technology and Research, Guntur

Email id: auadhathi.sriditi@gmail.com

<sup>2</sup>Associate Professor, Department of Management Studies, Vignan's Foundation for Science, Technology and Research(Deemed to be University)

Mail id : lakshmipathi.mba@gmail.com

## ARTICLE INFO

Received: 05 Dec 2024

Revised: 24 Jan 2025

Accepted: 08 Feb 2025

## ABSTRACT

A diverse range of individuals from a variety of backgrounds are working together in today's contemporary enterprises. In the present day, the majority of India's labour force is comprised of individuals belonging to the generations Y and Z. The following study was driven by an interest in the dynamics of generational differences in attitudes towards work and how such perspectives interact with one another in the workplace. We came up with the idea of assessing workers' work drive and organisational commitment as a method of gauging generational gaps and prospective conflicts. This was done after considering a large list of probable attitudes connected to the workplace. For the purpose of collecting primary data, we made use of questionnaires that were reliable, valid, and standardised. According to the findings, the levels of intrinsic motivation that were present in the two generations were considerably different from one another, which was exactly what was anticipated. In addition, the findings demonstrated that there was a significant gap in the levels of the majority of the pledges made by the company. When examining the levels of extrinsic motivation and continued commitment across different generations, it was found that there were no significant variations between them. Additionally, the variability of these feelings in relation to gender was investigated as an extra component that was also investigated. When taken as a whole, the findings may provide light on how to make the most of generational diversity in the workplace by creating and executing successful motivating strategies for a broad variety of people within the workforce.

**Keywords:** Commitment, Generation Y, Generation Z, Job Satisfaction, Employee Attributes.

## INTRODUCTION

Organisations have a huge challenge when it comes to managing diversity in the workplace since they are required to accommodate employees that come from a variety of cultural backgrounds, including different genders, educational levels, and sexual orientations. When there are members of a team who come from a variety of backgrounds, the word "diversity" is used to characterise the collective population. In today's business world, managers are increasingly concerned with finding methods to capitalize on diversity in the workplace while still maintaining control over it. In a national and worldwide market where workers come from a range of ethnic and religious backgrounds, a workforce that is homogeneous is more likely to propose remedies to problems that are not very significant. When a workforce is comprised of people from a diverse range of backgrounds, the overall intelligence of the workforce is increased. It is critical for design businesses to hire individuals that come from a variety of different backgrounds. The generation or cohort to which an employee belongs has a significant impact on a variety of work-related attitudes, beliefs, and behaviours, including but not limited to organisational commitment, employee engagement, management practices, deviant behaviour, and motivation, amongst a great deal of other work-related attitudes, beliefs, and behaviours.[1] This research aims to analyse the dynamics of generational diversity in the workplace by taking into consideration many elements, including the values of workers, their degrees of commitment, the things that motivate them, and other similar factors.

## **Work cohort or Generations**

When it comes to the study of variations between generations or cohorts, the "Theory of Generations" that was published by Karl Mannheim in 1928 is the theory that is the most thorough and systematic. According to the idea, big historical events that occurred at a certain age have a substantial influence on the perspectives and social awareness of young people as they begin to develop into individuals. The Western point of view has been the primary focus of the majority of research on generational differences. Despite the fact that differences between generations are widespread around the globe, the manner in which these generations are defined is very reliant on the context.[2] This is due to the fact that the social, political, and cultural processes that determine generational distinctions in any specific civilisation are highly dependent on the context. Nevertheless, while taking into consideration Mannheim's point of view, generational identities have an impact on significant historical events, cultural worldviews, and the sociopolitical atmosphere. India defies simple classification by either the United States or the rest of the globe due to its great variety, quick economic growth, and complicated social and political environment since independence. India has all of these characteristics from the time it gained its freedom.[3]

### **Unique features of generations in India**

#### **Generation Y (1981-1995)**

As a result of this generation's rapid development, suburbanisation and an increase in the demand for and supply of consumer goods were both factors. There was a stable and wealthy economy, schools were well-developed with high levels of information technology abilities, and corporations were rapidly growing and rated worldwide. When seen from a demographic perspective on a worldwide scale, this generation was crucial in re-establishing the legitimacy of the United States. The reputation of the country transformed from that of a shelter for snake charmers, those who were not able to provide for themselves, and Mother Teresa to that of a hub for great minds and students who were committed to their studies. Following the implementation of economic reforms in 1991, India's economy went through more transformations and swiftly climbed to the top of the list of the most dynamic economies in the world.[4] The young people of this period had a natural attraction for the most cutting-edge technology, games, and gadgets. It is believed that workers belonging to Generation Y in India are democratically appreciative, impatient, flexible, and sensitive to variety. Employees of this age are more ambitious than those of earlier generations, and they are willing to move employment if it means they have the opportunity to further their careers inside the institution. In addition, they often gravitate towards opportunities that meet their requirements for progress, such as the opportunity of doing business on a global scale. There is a common perception that members of Generation Y are tech-savvy, optimistic, and more willing to challenge those in positions of power. In addition, as compared to preceding generations, members of Generation Y reported a much bigger disparity in their ratings on employee-organization fit.[5]

#### **Generation Z (1995-2009)**

In spite of the fact that individuals of Generation Z in India share many characteristics with their counterparts in other countries, they also express a particular combination of traditional values and modern influences. Their parents were members of generation X, which had the good fortune to be born and raised during an era that was marked by unparalleled economic opportunities, scientific advancements, and globalisation.[6] As a result of this, individuals come into possession of extraordinary chances for communication, amusement, and information. It has been shown via research that the usage of social media by members of generation Z has a substantial influence on their decisions about matters such as health and wellness, political and ideological leanings, and financial planning. The generation Z of India, who remain profoundly attached to their cultural heritage despite the pervasive influence of globalisation, exhibits a balance between tradition and modernity. This harmony exists despite the proliferation of globalisation. The Indian generation that is now being discussed distinguishes out from others in terms of its enthusiasm for social change and entrepreneurial spirit. Their responses to government initiatives like as "Make in India" and "Mudra Yojana" are encouraging, and they are not hesitant to take chances in their professional lives. The vast majority of people of generation Z continue to put a significant emphasis on education, but many of them also consider holistic development to be their primary objective.[7]

## Organizational Commitment

The level of commitment that an individual has to their organisation is among the most important attitudes that they have towards their work. According to the International Labour group (2015), "it is the degree to which an employee identifies with a particular organisation and wishes to maintain membership in the respective organisation." The concept of dedication in the workplace may be further dissected into its constituent pieces.[8] People are motivated to work for companies because they are concerned about their careers, employment, goals, teams, leaders, or the organisation within which they are employed. There are a number of work variables that are likely to be predicted, to a certain degree, by organisational commitment. These variables include organisational citizenship conduct, job performance, and turnover. There are a variety of other factors that have been connected to the degree of organisational commitment that an employee has.[9] These factors include leadership diversity, empowerment, role stress, employability, and job instability.

### Three-component model of commitment

Devoted employees are often aware of the values that the company upholds, have positive relationships with their fellow employees, and are able to make a positive contribution to the success of the company.[10] The individuals in question are very productive, always eager to provide a helping hand, and unwavering in their commitment to their work ethic, all of which make them excellent assets. The article "Three Component Model of Commitment" written by Allen and Meyer in 1991 provides a comprehensive analysis of the devotion that an individual has to their organisation.

For the purpose of gaining a deeper understanding of organisational commitment, Allen and Meyer (1991) went beyond the conventional categorisation of commitment, which is based on attitude and conduct. Among the many types of organisational commitment that they proposed, there were three distinct alternatives:[11]

- i. Affective commitment, comprising a want to continue working for the company. When workers show high levels of emotional commitment, it shows they really want to stay with their current employer. They usually like what they do for a living, have a strong feeling of belonging to the company, and contribute to its success.[12] In their minds, the office is an extension of themselves, and they look forward to each day of work with great anticipation. When asked to take on more duties or participate in extracurricular activities, these workers usually step up first.
- ii. Loyalty to the company, or continuity commitment, is based on the idea that one must remain employed there. High continuation commitment personnel have a strong desire to remain with the company. Possible causes include low pay and an absence of suitable employment opportunities. When an individual's present work interests outweigh the potential benefits of a new job offer, the employee is more likely to remain committed to the organisation.[13]
- iii. Normative commitment, which stands for a feeling of duty to stay on staff at the company. Workers who score high on the normative commitment scale are more likely to think they should remain with their current employers. Staying working there seems like a responsibility or obligation to them. Because of the advantages and assistance, they have received from their organisation, normatively committed workers feel obligated to stay. They may feel guilty about quitting since they think leaving their organisation is going to cost them a lot.[14]

### Internal communication and employee commitment

One definition of internal communication is "the sharing and exchange of information among employees." Employee happiness, dedication, and output can only be enhanced via open lines of internal communication. At this point in time, one of the most crucial instruments for effective management is internal communication. With good internal communication and coordination, any organisation can communicate outside effectively. [15-16] An employee's level of emotional and intellectual investment in the success of their organisation is defined by their level of commitment. Devoted workers want to better the company's operations in a covert manner, and they know what their job is all about. How much time, energy, strength, and knowledge an individual is willing to put in above what is required is one measure of their dedication. People working for a company should have a personal investment in its success. A great deal of research has focused on commitment as a key variable in organisational effectiveness, efficiency, and performance. In addition to being committed, enthusiastic workers love what they do. Profits go up,

output goes up, concentration goes down, and employee turnover goes down. Turnover, internal communication, customer happiness, loyalty, productivity, safety, profitability metrics, and employee dedication are all intimately connected.[17]

If you want to be a good internal communicator, you need to know how to utilise a variety of channels, as each one is better at something specific. Improving the quality of internal communication is one way management may boost workers' commitment to the organisation. "Satisfaction with communication implies an effective response to the fulfilment of expectations in the exchange of process messages, which turns into a pleasant and fulfilling experience".[18] A key component in developing employee commitment, the authors found, was internal communication. To succeed, a company must strengthen its internal communications, increase employee buy-in, and clarify the company's mission, values, and objectives.[19]

### **Intrinsic communication styles of the X, Y, and Z generations**

Workers who were born between 1965 and 1980 are considered to be part of Generation X. Members of Generation X are in the midst of their careers, and they are mostly managers or other decision-makers who value flexibility in their work schedules. Even though they are considered the "older" workers, members of Generation X are technically savvy and were instrumental in developing personal computers, which is ironic given how pervasive technology is in modern workplaces.[20] For members of this age, there is no discernible difference between online and in-person conversation. In most cases, they lean towards the mode of expression that works best for the job at hand.

Members of this generation take pride in the politeness and professionalism shown in internal communications via e-mail, text, and social media. Members of Generation X look for an exciting, dynamic, engaging, and adaptable work environment when they join a company. Members of Generation X are known to be very practical in the job since they prefer to study, think, and interact using technology as a vital aspect of addressing problems. [21]

Millennials, or Generation Y, are defined as workers whose birthdays fall between 1981 and 1996. Special, protected, secure, team-oriented, traditional, always-under-pressure, and desire-to-achieve are the seven defining traits of these workers. Members of Generation Y are dynamic, focused, cooperative, and quick to get things done. With the rise of the Internet and powerful search engines, today's youth are able to educate themselves at their own pace. This generation also has the drive and desire to work whenever and wherever they choose. Members of Generation Y do best in diverse, inclusive, and technologically advanced workplaces. Being process-oriented rather than outcome-oriented, this generation demands tough tasks and expects continuous feedback.[22]

The Y-generation's preferred method of internal communication is a monthly staff newsletter rather than an intranet; however, they are less likely to use social networks. For millennials, the best way to discuss company strategy is via more conventional means, including in-person meetings. Concurrently, this subset of workers thinks that large-scale internal communications are best handled via mainstream media and social media.[23] Facebook is the preferred method of internal communication among members of Generation Y. Millennials and other members of Generation Y are not shy about voicing their concerns and demands in this area of internal communication. When talking internally, millennials anticipate feedback. Their expectation for internal communications is that they will be brief and to the point.

The members of Generation Z were born between the years 1997 and 2010, the period in which widespread use of digital technology and the Internet began. When it comes to the network's internal communication solutions, this generation is adept. Where people may connect, follow one another, contribute original material, and be themselves is in the realm of social media and instant messaging. As a whole, members of Generation Z are known for their adaptability, willingness to learn on their own, teamwork, respect for labour, and commitment to doing good in the world.[24]

When members of Generation Z begin to enter the workforce, they will first face internal communication. The use of social media platforms is crucial to the way members of Generation Z convey and receive visual content including photos, gifs, and videos. For Generation Z to be happy and get their job done as anticipated, it's critical to use the correct internal communication channels while doing business with them every day.[25] Young people now rely on technology for all of their social, recreational, and educational needs. They are better able to juggle many tasks at once, exhibit higher levels of social responsibility, and have more global communication options at their fingertips.[26]

## Differences in internal communication between generations

When employees within an organisation are able to motivate and educate one another, they are able to do more in a shorter amount of time. The significance of internal communication is shown by the fact that employees of different generations teach and learn from one another and exchange knowledge with one another. When individuals of various generations interact with one another inside the same organisation, it is a reflection of the temporal difference that exists between them, as well as the fact that they come from different periods, have distinct communication requirements, and have varied experiences and abilities in communication.[27]

According to studies, members of Generation Z are more likely to communicate via the intranet, but members of Generations X and Y place equal importance on face-to-face and online conversations. Compared to Generation X and Generation Y, Generation Z is distinguished in the workplace by the fact that they are quick to filter information and prefer concise updates that are devoid of details.[28] In the workplace, members of Generation Z want a reaction that is both quick and adaptive, despite the fact that they digest information at a rapid pace. Within the context of their day-to-day internal interactions, members of Generation Z emphasise the challenges they have while attempting to collaborate with others who hold opposing thoughts and perspectives to their own. In addition, they do not possess the qualities of flexibility and openness to new experiences that Generations X and Y possess.

During internal communication, members of Generation Z consider face-to-face contacts to be more personal than video conversations offered by platforms like as Zoom, Microsoft Teams, or Google Hangouts. This is in contrast to members of Generations X and Y, who are not particularly fond of video chats. Communication methods that are less formal are becoming more popular among members of Generation Z, in contrast to those of preceding generations.[29]

In order for the firm to adapt to internal communication and meet the requirements of employees of all generations working there, it is necessary for the company to make investments in the appropriate technology. Because members of Generation Z are used to receiving personalised attention, they anticipate that businesses will provide them with enjoyable experiences by keeping them informed. In light of the fact that members of Generations X and Y do not have the same strong opinions on the matter, it is essential to adjust the internal communication tactics that are used. If measures are taken to promote internal communication in accordance with the needs and preferences of the workers, then it is possible that all of the workers will be pleased and dedicated to the company.[30]

According to the literature that was evaluated, there has been no previous study that has investigated how various generations of workers feel about their employment and how their careers have advanced in connection to the influence of internal communication. As a consequence of this, it is reasonable to postulate that efficient internal communication increases the level of satisfaction and loyalty experienced by employees of all three generations. As a result, we investigated the ways in which the viewpoints of various generations on internal communication influenced levels of satisfaction and organisational commitment.[31]

## REVIEW OF LITERATURE

Mann and Shrivastava (2023) studied the differences between two generations, Gen Y and Gen Z, with regard to several factors that have the potential to influence employee behaviour and the effectiveness of teams. Core self-evaluation, team cohesiveness, organisational culture, and team performance were the factors that they investigated to determine the relationship between them. The researchers used a technique called cross-sectional surveying, in which they gathered information from 370 Indian workers who were employed by a variety of organisations. When it came to core self-evaluation, team cohesiveness, and organisational culture, the researchers discovered that there were substantial disparities across the groups.[32] These three elements were discovered to have a positive correlation with the performance of the team, and they also serve as the factors that determine the performance of the team. On the other hand, there was not a discernible difference identified between the real job performance of these two generations.

Dokadia and Palo (2022) sought out practitioners' perspectives on bridging generational gaps in the workplace. Thirty human resources managers from different companies in the Delhi and Mumbai areas took part in the research.[33] Attitudes towards work, "understanding generational differences in blue-collared workers," "communication and technology," "leadership," "career," and "understanding the generational markers unique to the Indian context" are seven of the most important factors that emerged from the discussion as challenges that human

resource managers face when managing teams that span multiple generations. Recognising and benefiting from generational differences would help managers deal with them in a beneficial way, rather than concentrating on the disputes and tensions that they create.

Eisner (2005) looked explored millennial workers' motivation within the framework of Herzberg's two-factor theory as they collaborated online. The purpose of this descriptive research, grounded on Herzberg's two-factor theory, was to examine the elements that motivate Generation Y members of virtual teams and how they impact the organisation. Those from Lakeland, Florida's Generation Y were among those that took part. Hygiene and motivating aspects were identified as important components of Generation Y's motivational demands, according to the study's results. Participants from Generation Y ranked growth and work-life balance as very important. When working with employees from Generation Y, managers should be adaptable in their approach (Eisner, 2005).[34]

Jena (2016) described Millennials as being more invested in the company's mission and values than their Gen X counterparts, while Xers showed more dedication to the company's long-term viability than Millennials. Affective commitment, however, did not change significantly across the generations, according to the research.

Crampton and Hodge (2009) delves into the 'Uncharted Territory' that is the working habits, tastes, and demands of Gen Y workers. The writers point out that the members of generation Y have grown up with continual praise and criticism. Businesses are worried that employees may have unreasonable expectations as a result of this reality. Everyone, but especially younger employees, dislikes tactics that motivate people via fear, and younger workers have their own unique way of communicating (Crampton & Hodge, 2009). It is essential to provide younger workers with guidance and support as they navigate the corporate world. This is because younger workers tend to have strong self-esteem and want extensive perks.[35] According to Healy (2008), as referenced by Crampton and Hodge (2009), members of Generation Y place a higher value on skill-based promotions than seniority when it comes to job advancement. Millennials and Gen Yers believe that the best bosses are those that provide their employees a lot of autonomy and who don't micromanage.

Sturt and Nordstrom (2016) shown the substantial generational disparities seen in many companies. It was found that different generations placed different amounts of significance on certain elements. While Gen X workers were the most likely to think agreement was vital (61%), a larger number of millennials (55%) than baby boomers (39%), said that team consensus should play a substantial part in decision-making. When it comes to making business choices, baby boomers and Gen Yers are the two groups least inclined to trust that the boss knows best. Despite these distinctions, there were still certain shared interests across generations. For example, both sexes want to be able to choose their own schedules and have an influence on the world.[36]

Robinson (2017) utilised a qualitative single case study approach to investigate leadership tactics used by federal government managers in managing a workforce spanning many generations. The research methodologies used in this qualitative study comprised ethnography, narrative, phenomenology, and case study, as befits its nature. Conceptually, it was built on generational cohort theory and Kahn's idea of employee engagement. The best methods for this were determined to be training programs, better communication, and team development. (Stuart, S. 2017).

## OBJECTIVES

1. To compare Generation Z and Y workers' levels of emotional, normative, and continuous organisational commitment.
2. To assess how motivated workers from Generation Z and Y are, both within and outside.

## METHODOLOGY

### Hypotheses

**H1** The degree of emotional, normative, and continuous organisational commitment varies across workers from Generation Y and Generation Z, respectively.[37]

**H2** The degree of intrinsic and extrinsic job motivation varies across workers from Generation Z and Generation Y, respectively.

## Variables in the Study

### 1. Independent Variable:

groups of workers who were born in various years. The independent variable has two levels:

- a) Generation Y (1981-1995)
- b) Generation Z (1996 onwards)

### 2. Dependent Variables:

- a) Millennial and Gen Z workers' emotional, normative, and continuous commitment to the company.
- b) Gen Y and Z workers' incentive, both internal and external.

### 3. Control variables

- a) Each cohort of workers would provide about the same amount of people.
- b) In order to keep selection bias to a minimum, we would make sure to pick individuals of about equal gender.
- c) All participants will get clear explanations, instructions, and demonstrations about the surveys.
- d) The participants will be chosen based on their graduation from any stream and their level of experience, which may vary from one to ten years.
- e) To mitigate the social desirability impact, participants might elect to remain anonymous while answering the questions.
- f) None of the surveys will have a deadline.

## Method Sample

one hundred fifty workers across a wide range of industries who met the following screening criteria:

- There are 75 workers from Generations Y and Z combined.
- Completion of secondary education is required
- Experience in the workforce spanning one to ten years

In order to get information from the available personnel at such firms, non-probability sampling will be used.

## Description of Tools

- a) Participant demographics assessed using a self-reporting information scale
- b) Organisational commitment is a variable.
- c) The OCQ, developed by Allen and Meyer in 1990, is a three-part instrument for measuring organisational commitment.
- d) Work Extrinsic Intrinsic Motivation Scale developed by Tremblay et al. (2009) that measures work motivation.

## Research Design

Work cohorts of two generations, Generation Y and Generation Z, are the independent variables in this randomised measure design.[38] We used the right statistical tests, making sure to account for things like normalcy.

## DATA ANALYSIS AND RESULTS

In order to gather data, researchers met with participants and made sure they understood how to fill out both surveys. In addition, individuals were instructed to fill out the demographic information while indicating their right to remain anonymous if they so desired.[39]

## Organizational Commitment

A total of eight items makes up the Three-Component scale, with one question each measuring emotional commitment, continuance commitment, and normative commitment. The stronger a participant's agreement with a statement, the stronger the assumption that they have a connection to the organisation.[40]

Table no 1. Generation Z versus Generation Y in Terms of Their Dedication to Their Organisations

	Affective Commitment	Continuance Commitment	Normative Commitment
GENERATION Y	41.22	36.76	35.72
GENERATION Z	34.68	34.1	33.66

Results showed that compared to generation Z, generation Y had higher mean values for emotional, continuance, and normative commitment. For generation Y, the standard deviation for continuous commitment was the largest at (8), followed by affective commitment at (6.4), and normative commitment at the lowest, at (4.9).[41] Generation Z's affective commitment had the greatest variation at 6.15, while their continuance commitment and normative commitment had almost identical variances at 3.37 and 3.77, respectively. All things considered; generation z's data was determined to be more consistent.

To find the right inferential statistical test, a normalcy test was run. Among the variables tested, only normative commitment was shown to be normally distributed.[42] Different kinds of tests were used to distinguish between affective and continuous commitment since they both breached the same.

Normality Test (Shapiro-Wilk)		
	W	p
NC	0.991	0.491
CC	0.960	< .001
AC	0.969	0.002
Note. A low p-value suggests a violation of the assumption of normality		

Independent Samples T-Test				
		Statistic	df	p
Normative Commitment	Student's t	2.82 <sup>a</sup>	148	0.005
Note. $H_a \mu Y \neq \mu Z$				

Based on the results of the Independent Samples t test, there was a notable disparity in the levels of normative commitment between generation Z and generation Y personnel.[43]

The variables of emotional and continuance commitment were compared between the two generations using the Mann-Whitney U test due to the uneven variation in these variables.

Independent Samples T-Test			
		Statistic	p
Affective Commitment	Mann-Whitney U	1247	< .001
Continuance Commitment	Mann-Whitney U	2053	0.004
Note. $H_a \mu Y \neq \mu Z$			



Employees from generations Y and Z differed significantly in their levels of emotional commitment, with the independent variable having a stronger effect on affective commitment than continuation commitment.[44]

Since there was a discernible generational gap in emotional, continuance, and normative commitment among millennial and Gen Z workers, we may conclude that H1 should be upheld and reject H0.

### Work Motivation

There was a rating scale that included nine elements for both intrinsic and extrinsic motivation, with each item representing a different aspect of motivation.[45] An employee's level of intrinsic and extrinsic motivation was assumed to be greater as their score on these questions rose.

Table 2. Generations Y and Z's Intrinsic and Extrinsic Motives: A Comparison

	Intrinsic Commitment	Extrinsic Commitment
GENERATION Y	54.73	50.46
GENERATION Z	42.57	45

In comparison to generation Y, members of generation Z performed worse on measures of intrinsic and extrinsic motivation.[46] There was greater variation among members of Generation Y with regard to extrinsic motivation (9.31) than with regard to intrinsic drive (8.23). Among members of generation Z, there was a greater disparity between intrinsic and extrinsic motivation (6.15 vs. 3.37).

The data for extrinsic motivation was determined to be normally distributed, while the variable of intrinsic motivation failed to meet the criterion when tested for normality.[47]

Normality Test (Shapiro-Wilk)		
	W	p
Intrinsic Motivation	0.977	0.013
Extrinsic Motivation	0.988	0.247
Note. A low p-value suggests a violation of the assumption of normality		

For this reason, we compared the results on intrinsic motivation using a Mann Whitney U test and on extrinsic motivation using an Independent Samples t test.[48]

Independent Samples T-Test				
		Statistic	df	p
Intrinsic Motivation	Mann-Whitney U	539		< .001

Independent Samples T-Test				
		Statistic	df	p
Extrinsic Motivation	Student's t	3.82	148	< .001
Note. $H_a \mu Y \neq \mu Z$				
<sup>a</sup> Levene's test is significant ( $p < .05$ ), suggesting a violation of the assumption of equal variances				

Both generations' levels of internal and extrinsic motivation were found to be significantly different.[49]

With regard to the two generations' intrinsic and extrinsic incentive characteristics, H1 was therefore maintained while H0 was rejected.[50]

### CONCLUSION

The findings of the survey revealed the various viewpoints that members of Generation Z and Generation Y had on the job. Specifically with respect to organisational commitment and the relative relevance of intrinsic and extrinsic motivation in the workplace, it seemed that workers' participation in distinct work cohorts impacted their perspectives. This was especially true in the case of the former. They will soon be in charge of making choices for many organisations, and they will have to handle a massive inflow of Gen Z workers who will be working under or alongside them. Gen Y workers will soon be in command of many companies. There is a vast variety of perspectives held by members of each age, and each generation has to be aware of this reality. In order to make the most of this diversity, managers who are able to adapt to changing circumstances will need to motivate employees of younger generations to do their jobs to the best of their abilities.

### REFERENCES

- [1.] Vranješ, A. (2018). From international to global communication and back. *CM: Communication and Media*, 13(43), 69- 94. <https://doi.org/10.5937/comman13-19767>
- [2.] Wiedmer, T. (2015). Generations do differ: Best practices in leading traditionalists, boomers, and generations X, Y, and Z. *Delta Kappa Gamma Bulletin*, 82(1), 51- 58.
- [3.] Verčič, A. T., & Špoljarić, A. (2020). Managing internal communication: How the choice of channels affects internal communication satisfaction. *Public relations review*, 46(3)
- [4.] Schroth, H. (2019). Are you ready for Gen Z in the workplace?. *California Management Review*, 61(3), 5- 18.
- [5.] Santoso, N. R., Sulistyaningtyas, I. D., & Pratama, B. P. (2022). Transformational leadership during the COVID-19 pandemic: Strengthening employee engagement through internal communication. *Journal of Communication Inquiry*, 01968599221095182
- [6.] Robbins, S. P., & Judge. T. A. (2021). *Organoxenon promazine*. 12. Zidane. Zagreb: Mate.
- [7.] Roth-Cohen, O., Rosenberg, H., & Lissitsa, S. (2022). Are you talking to me? Generation X, Y, Z responses to mobile advertising. *Convergence*, 28(3), 761-780.
- [8.] Rashid, A., & Gul, F. (2023). Internal Marketing and Intention to Quit: The Mediating Role of Organizational.
- [9.] Parawai, B., Widia tanto, W., & Dewi, R. S. (2022). Identification of Communication Trends in Business Practices Efforts to Increase Productivity and Smooth Communication in the Workplace: Review What Evidences Say. *Enrichment: Journal of Management*, 12(4), 2467-2478.
- [10.] Nguyen, C. M. A., & Ha, M. T. (2023). The interplay between internal communication, employee engagement, job satisfaction, and employee loyalty in higher education institutions in Vietnam. *Humanities and Social Sciences Communications*, 10(1).
- [11.] Ewing, M., Men, L. R., & O'Neil, J. (2019). Using social media to engage employees: Insights from internal communication managers. *International Journal of Strategic Communication*, 13(2), 110-132.
- [12.] Findlay, I. M., & Kowbel, J. (2013). Engaging an age-diverse workplace: Revisiting a business opportunity and challenge. *Journal of Business & Financial Affairs*, 2(2), 1-2.
- [13.] Gill, R. (2011). Using storytelling to maintain employee loyalty during change. *International Journal of Business and Social Science*, 2(15), 23-32
- [14.] Hansen, J. I. C., & Leuty, M. E. (2012). Work values across generations. *Journal of Career Assessment*, 20(1), 34- 52. <https://doi.org/10.1177/1069072711417163>
- [15.] Johnson, J. D. (2019). Framing communication in health care action teams. *International Journal of Healthcare Management*, 12(1), 68-74.
- [16.] Martinich, D. R., & Tjahjo no, H. K. (2022). The Influence of Diversity-Oriented Leadership on Employee's Engagement Through Strategic Internal Communication During the Covid-19 Outbreak as An Intervention Variable. *Malaysian Journal of Business, Economics and Management*, 7-13.
- [17.] Martin, T. N., & Ottmann, R. (2015). Generational workforce demographic trends and total organizational rewards which might attract and retain different generational employees. *Journal of Behavioral and Applied Management*, 16(2), 91-115.
- [18.] Milanović, V., Baseline-Matić, A., & Jurčić, A. (2022). The impact of green internal communication on employees' satisfaction. *Bisno (Blace)*, 13(2), 83-90. <https://doi.org/10.5937/bizinfo2202083M>

- [19.] Kapoor, C., & Solomon, N. (2011). Understanding and managing generational differences in the workplace. *Worldwide hospitality and tourism themes*, 3(4), 308-318.
- [20.] Kaur, S., & Jain, P.K. (2020). Impact of organizational communication on employee engagement: A review. *Webology*, 17(2), 1287-1298.
- [21.] Kula chai, W., Nark atchara, P., Siri pool, P., & Vilailert, K. (2018, March). Internal communication, employee participation, job satisfaction, and employee performance. In 15th International Symposium on Management (INSYMA 2018) (pp. 124-128). Atlantis Press.
- [22.] Ali, B. J., Anwar, G., Gardi, B., Othman, B. J., Aziz, H. M., Ahmed, S. A., Hamza, P. A., Ismael, N. B., Sorguli, S., Sabir, B. Y. (2021). Business Communication Strategies: Analysis of Internal Communication Processes. *Journal of Humanities and Education Development*, 3(3), 16–38. <https://doi.org/10.22161/jhed.3.3.4>
- [23.] Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). “We aren't your reincarnation!” workplace motivation across X, Y and Z generations. *International Journal of Manpower*, 42(1), 193-209. <https://doi.org/10.1108/IJM-09-2019-0448>
- [24.] Appelbaum, S. H., Bhardwaj, A., Goodyear, M., Gong, T., Sudha, A. B., & Wei, P. (2022). A study of generational conflicts in the workplace. *European Journal of Business and Management Research*, 7(2), 7-15.0020
- [25.] Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees’ Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- [26.] Anwar, G., & Abdullah, N. N. (2021). Inspiring future entrepreneurs: The effect of experiential learning on the entrepreneurial intention at higher education. *International Journal of English Literature and Social Sciences*, 6(2), 183-194.
- [27.] Chen, W.J. and Cheng, H.Y. (2012). Factors affecting the knowledge sharing attitude of hotel service personnel. *International Journal of Hospitality Management*, 31(2), 468-476. <https://doi.org/10.1016/j.ijhm.2011.07.005>
- [28.] Almog, O., & Almog, T. (2019). *Generation Y Generation Snowflake?* Elstree. UK: Vallentine Mitchell
- [29.] Cattermole, G. (2018). Creating an employee engagement strategy for millennials. *Strategic HR Review*, 17(6), 290-294. <https://doi.org/10.1108/SHR-07-2018-0059>
- [30.] Balakrishnan, C., & Masthan, D. (2013). Impact of internal communication on employee engagement–A study at Delhi International Airport. *International journal of scientific and research publications*, 3(8), 1-13.
- [31.] Anantatmula, V. S., & Shrivastav, B. (2012). Evolution of project teams for Generation Y workforce. *International Journal of Managing Projects in Business*, 5(1), 9- 26. <https://doi.org/10.1108/17538371211192874>
- [32.] Benitez-Marquez, M. D., Sanchez-Teba, E. M., BermudezGonzalez, G., & Nunez-Rydman, E. S. (2022). Generation Z within the Workforce and in the Workplace: A Bibliometric Analysis. *Frontiers in psychology*, 12, 736820.
- [33.] Anderson, E., Anderson, E., Buchko, A. A., Buchko, A. A., Buchko, K. J., & Buchko, K. J. (2016). Giving negative feedback to Millennials: How can managers criticize the “most praised” generation. *Management Research Review*, 39(6), 692-705. <https://doi.org/10.1108/MRR05-2015-0118>
- [34.] Balakrishnan, C., & Masthan, D. (2013). Impact of internal communication on employee engagement–A study at Delhi International Airport. *International journal of scientific and research publications*, 3(8), 1-13.
- [35.] Mccrindle, M. (2011). *An Excerpt From The ABC of XYZ: Understanding the global generations beyond z: meet generation alpha*. Amerika: UNSW Press.
- [36.] Meret, Chiara, Fioravanti, Silvia, Iannotta, Michela, & Gatti, Mauro. (2018). The digital employee experience: Discovering generation Z. In *Digital Technology and Organizational Change* (pp. 241–256). Amerika: Springer.
- [37.] Pawoko, Guntur. (2019). The Role of Work-Life Balance, Achievement Motivation on Organizational Commitment through Satisfaction Athlete’s in Indonesia. *Academy of Strategic Management Journal*, 18(5), 1–11.
- [38.] Ripple Match. (2018). *Gen Z In The Workplace*. Retrieved from Ripple Match website: <https://ripplematch.com/generation-zworkplace-report.pdf>
- [39.] Riyanto, Setyo, Sutrisno, Ady, & Ali, Hapzi. (2017). The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*, 7(3), 342–348.

- 
- [40.] Santoso, Nicolas Bragas Agung, & Riyanto, Setyo. (2020). The Effect of Work Motivation, Organizational Commitment, and Job Satisfaction on the Contract Employees Performance of Pt Bank Rakyat Indonesia Branch Office of Jakarta Daan Mogot. *International Journal of Innovative Science and Research Technology*, 5(1), 561–568.
  - [41.] Schroth, Holly. (2019). Are you ready for Gen Z in the workplace? *California Management Review*, 61(3), 5–18.
  - [42.] Suryani, Irma. (2018). Factors Affecting Organizational Commitment. *Jurnal Management Inovasi*, 9(1), 26–34.
  - [43.] Young, Ernst &. (2020). Gen Z a generation of contradiction: Generation Z Segmentation Study Top-line findings and the power of five.
  - [44.] Amah, Okechukwu E., & Oyetunde, Kabiru. (2019). Human resources management practice, job satisfaction and affective organisational commitment relationships: The effects of ethnic similarity and difference. *SA Journal of Industrial Psychology*, 45(1), 1–11.
  - [45.] Dolot, Anna. (2018). The characteristics of Generation Z. *E-Mentor*, 74(2), 44–50.
  - [46.] Dwidienawati, Diena, & Gandasari, Dyah. (2018). Understanding Indonesia's generation Z. *International Journal of Engineering & Technology*, 7(3), 245–253.
  - [47.] Gaidhani, Shilpa, Arora, Lokesh, & Sharma, Bhuvanesh Kumar. (2019). Understanding the attitude of generation Z towards workplace. *International Journal of Management, Technology and Engineering*, 9, 2804–2812.
  - [48.] Iorgulescu, Maria Cristina. (2016). Generation Z and its perception of work. *Cross-Cultural Management Journal*, 18(01), 47–54.
  - [49.] ArunKumar, S. (2014). An empirical study: relationship between employee motivation, satisfaction and organizational commitment. *International Journal of Management and Business Research*, 4(2), 81–93.
  - [50.] Beckman, Kate. (2018). Will Gen Z be the Next Generation of Job Hoppers? Retrieved from Ripple Match website: <https://ripplematch.com/journal/article/will-genz-be-the-next-generation-of-job-hoppersbo4feb4e/>