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# Analysis of Differences in Organizational Commitment Among Civil Servants of Generation X, Generation Y, and Generation Z

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**Abstract**

This research aims to empirically analyze the differences in organizational commitment in terms of affective, sustainable, and normative dimensions in the State Civil Apparatus (ASN) of the three generations. This case study was conducted at the Deputy for Apparatus Administration, Ministry of State Secretariat, a strategic work unit that provides technical and administrative support and analysis to the President and Vice President. This study used a comparative quantitative approach with a cross-sectional design and survey method using Meyer and Allen's Three Component Model (TCM) instrument. A sample of 129 respondents was selected through a non-proportionate stratified random sampling technique to ensure adequate representation of each generation. Given that the research data were not normally distributed, hypothesis analysis was carried out using the Kruskal-Wallis non-parametric test. The results of descriptive analysis show that all three dimensions of organizational commitment are in the high category, with affective commitment recording the highest score. However, the results of statistical tests showed that there were no statistically significant differences ($p>0.05$) in the three dimensions of organizational commitment -affective, continuance, and normative- among Generation X, Y, and Z ASNs. The main conclusion of this study is that in the context of the research locus, the generational factor is not a significant differentiating variable for the level of organizational commitment. The strong influence of organizational culture, job stability, and the strategic nature of tasks within the Ministry of State Secretariat proved to be more dominant in shaping commitments that tend to be homogeneous across generations.

## INTRODUCTION

Entering the third decade of the third millennium, the world has undergone significant demographic changes, marked by an increase in the number of productive age population globally. According to *the Our World in Data* (2024) website, in 2023 the total world population will reach 8.1 billion, with the productive age group (25–64 years) dominating at 50.62%, followed by the 15–25 year old age group at 15.94%. Based on the *World Population Prospects 2024* (United Nations, 2024) report, the global population in 2024 is estimated to have reached 8.2 billion people. The youth population (15-24 years old) globally reaches 1.3 billion by 2024, and is projected to continue to grow slowly until it peaks at 1.4 billion in the early 2030s.

Indonesia itself will enter a demographic bonus period with its peak occurring in 2030. The National Long-Term Development Plan (RPJPN) 2025–2045, which is outlined in Law Number 59 of 2024 concerning the 2025-2045 RPJPN, projects that Indonesia will have a golden generation in 2045 by taking advantage of the demographic bonus in the 2030s, where

68-70% of the Indonesian population is estimated to be of productive age (15-64 years). (Lubis & Squirrelly , 2019)

These demographic changes have an impact on the proportion of the labor force in Indonesia, where the labor force in 2020-2030 will consist of four generations, namely *Baby Boomers,* generation X, generation Y, and generation Z, where the role *of Baby Boomers* will decrease and the role of generations Y and Z will increase (Adiawaty et al. 2024; Nguyen 2022; Sagituly et al. 2023). BPS data shows that in Indonesia in 2022 Generation Y dominates the workforce by 46%, followed by Generation X with 28%, Generation Z with 15%, and finally *Baby Boomers* with 12% (Hakam et al. 2024; Wahyudy 2024). The proportion of this labor force is also reflected in the State Civil Apparatus, where Generation Y ASN in 2022 has the largest proportion with 52%, Generation X with 38%, Generation Z with 6%, and (Central Agency Statistics , 2023) *Baby Boomers* with 4%. The composition of the State Civil Apparatus in 2025 in the Deputy for Apparatus Administration, Ministry of State Secretariat, which is the locus of the research, shows a similar distribution pattern, namely generation X by 35.6% (68 people), generation Y by 59.2% (113 people), and generation Z by 5.2% (10 people). According to Law Number 20 of 2023 concerning the State Civil Apparatus, ASN consists of Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK). (Agency Staffing Country, 2024)

Global and national demographic changes have brought new challenges to human resource management in the public sector, particularly in the context of generational differences in the workplace. Generations X, Y, and Z who now work side by side have different characteristics, values, and expectations of work and organization (Kinger & Kumar, 2023). These differences affect the way they interact, work together, and their level of attachment to the organization (Marzec 2023).

The phenomenon of demographic shifts in the ASN environment has raised new challenges in human resource management, especially related to differences in generational characteristics. Differences in views, work values, and loyalty levels between generations encourage a deeper understanding of the organizational commitments of each generation (Adrianus et al. 2023; Khattar et al. 2017).

In these conditions, recognizing the unique characteristics of each generation and adjusting human resource management policies according to their specificities is an important condition for organizational success. Singh and Gupta state that various studies show that the behaviors, characteristics, and work principles adopted by different generations tend to influence their level of involvement in different aspects of the organization. (Marzec, 2023) (Stuart et al., 2021)

According to Ainsworth, the more fundamental thing is how difficult it is for organizations to "retain Generation Y workers because they tend to change jobs more often than *Baby Boomer* or Generation X workers." This stigma raises questions about how committed they are to the company. Gallup Business Review states that millennials have a reputation as a generation that is well-planned and not involved in organizations. The millennial generation is known to change jobs more often than other generations. Therefore, it is important to identify the organizational commitments of the millennial generation so that they can be better managed by the organization. The results of an IDN Research Institute survey of millennials in Indonesia show that 35% of them consider the ideal duration to stay in one

company to be 2 to 3 years. The results of this survey reinforce the stigma that this millennial generation has problems to be able to stay in work for a long time, and according to Aamodt the reason is because the commitment of the millennial generation is low (van Den Broek et al., 2017) (Roble & Canonigo, 2023) (2019) (Sundari & Utami, 2022) **.**

In the 2020-2024 period, the *voluntary turnover rate* at the Ministry of State Secretariat itself is quite low, there are only 7 cases of employees who applied for dismissal at their own request, with details of 3 employees entering generation X and 4 employees entering generation Y. Although the voluntary *turnover* rate is quite low, this will still have a negative impact on the organization, including loss of recruitment and training costs, loss of experienced human resources, and decreased productivity because replacement employees need study time to replace old employees (Rajpurohit, 2024) ; Miftahurrohman & Munifah , 2024 Shaikh et al., 2020 .

Colquitt et al argue that one way for companies to retain employees and avoid *turnover* is to increase organizational commitment. classify organizational commitment into three dimensions, namely affective (emotional attachment), continuity (profit-loss calculation), and normative (moral obligation) or known as the (van Den Broek et al., 2017) Meyer and Allen (2004) *Three Component Model Orgazational Commitment*.

Previous studies have identified differences in work values between generations, such as the Kinger and Kumar (2023) study which found that Generations Y and Z value flexibility and freedom in work more than Generation X who value stability and formal structure more. Meanwhile, Marzec (2023) specifically points out that there is a difference in the level of organizational commitment among *Baby Boomers*, Generation X, Y, and Z, where Generation Z has the lowest level of organizational commitment.

Jacqueez's (2021) research on the public sector in the United States also revealed significant differences in the three dimensions of organizational commitment (*Affective, Normative*, and *Continuance*) between generations of workers in the *wildland fire sector*. This study also confirms that understanding generational differences is very important in formulating HR management strategies in the public sector.

The results of these studies show that cultural context, type of work, and work environment play an important role in shaping intergenerational organizational commitment. However, research related to differences in organizational commitment between generations in the context of the public sector in Indonesia, especially in government institutions, is still very limited. Previous studies have focused more on the private sector or non-governmental organizations.

From the literature research that has been carried out by the author, research on the comparison of organizational commitments between generational groups in the public sector in Indonesia, especially those using the *Three Component Model approach* Meyer & Allen , is also still very limited.

The Deputy for Apparatus Administration, Ministry of State Secretariat was chosen as the research locus with the consideration that the Deputy for Apparatus Administration has a strategic role in managing human resource management at the Ministry of State Secretariat, namely coaching ASN within the Ministry of State Secretariat. (Permensesneg Number 11 of 2024) Although it has an important role, the Deputy for Apparatus Administration does not

yet have a strong empirical basis to formulate an effective cross-generational HR management policy within the Deputy for Apparatus Administration, Ministry of State Secretariat.

The selection of the Deputy for Apparatus Administration, Ministry of State Secretariat as the research locus was also strengthened by the results of pre-research through preliminary interviews with 14 intergenerational civil servants in the unit. The results of the interviews show that there is a tendency for different patterns of organizational commitment between generations. ASN Generation X tends to have a high affective commitment, which is reflected in a strong emotional bond to the organization and stable loyalty. Meanwhile, Generation Y is more influenced by sustainability commitments, where sustainability decisions are more determined by practical considerations such as well-being and job stability. On the other hand, Generation Z shows a combinative tendency, with pragmatic motivation but also starting to form a sense of moral responsibility towards the organization. Although most respondents stated that there was no marked difference in loyalty and dedication levels between generations, there was still a perception that Generation X was the group with the highest commitment, while Generation Z tended to be considered the least committed. In addition, the majority of respondents from all generations stated that they were willing to consider job offers from outside, indicating a high *potential for turnover*, especially for young civil servants. This indication is interesting because it contradicts the data on *low voluntary turnover*.

This research contributes to novelty in three main aspects. First, in contrast to previous research which was mostly conducted in the private sector or abroad, this study specifically examines the differences in organizational commitments between generations in the State Civil Apparatus (ASN) within the Ministry of State Secretariat of the Republic of Indonesia, particularly in the Deputy for Apparatus Administration. Second, this study uses the Three Component Model (TCM) approach from Meyer and Allen which measures three dimensions of organizational commitment separately (Affective, Normative, and Continuance Commitment), an approach that is still rarely used in ASN studies in Indonesia. Third, this study not only compares Generation X and Y like many previous studies, but also includes Generation Z who are starting to enter the workforce in the public sector as civil servants, providing a more comprehensive perspective on the challenges of cross-generational HR management in Indonesia's public sector.

This research aims to analyze empirically the differences in organizational commitment—in terms of affective, continuance, and normative dimensions—among State Civil Apparatus (ASN) of Generation X, Generation Y, and Generation Z at the Deputy for Apparatus Administration, Ministry of State Secretariat. By paying attention to the existing research gap, the results of this study are expected to provide both theoretical and practical benefits. Theoretically, this research contributes to the development of human resource management literature, particularly regarding organizational commitment across generations in the Indonesian public sector context. Practically, the findings are expected to serve as an empirical basis for the development of ASN management policies that are more adaptive to generational characteristics, as well as support the achievement of organizational performance within the Ministry of State Secretariat.

## RESEARCH METHODS

### Research Methods

The method used is a quantitative comparative study with *a cross-sectional* design, where data is collected in a single *point of time*. The use of this method is in accordance with the purpose of the research, which is to compare three different generations. The *cross-sectional design* is suitable for research that focuses on group comparisons in a short period of time. (Creswell & Creswell, 2018)

### Research Object

In this study, the object studied is the organizational commitment to the State Civil Apparatus across generations (Generations X, Y, and Z) in government agencies with a case study on the Deputy for Apparatus Administration of the Ministry of State Secretariat. This study seeks to understand and measure the extent to which differences in generational characteristics affect three dimensions of organizational commitment, namely affective commitment, sustainable commitment, and normative commitment.

### Population and Sample

The population in this study is all civil servants in the Deputy for Apparatus Administration of the Ministry of State Secretariat, totaling 191 people. The sample size was determined using the Slovin formula with a 95% confidence level and 5% margin of error, resulting in 129 respondents. Due to the disproportionate population composition across generations (Generation X: 68, Generation Y: 113, Generation Z: 10), this study employed non-proportionate stratified random sampling to ensure adequate representation, particularly for the smallest strata (Generation Z). All 10 members of Generation Z were taken as samples to enable valid analysis. The remaining 119 samples were allocated proportionally to Generation X (45 respondents) and Generation Y (74 respondents) based on their population proportions. Thus, the total sample comprises 45 Generation X, 74 Generation Y, and 10 Generation Z respondents.

### Data Analysis Methods

The research variables used are as follows:

- Independent variables are generational groups grouped based on the year of birth, for this grouping corresponds to Bencsik, Csikos, and Juhez in Sons (2016) .
  - Generation X (born 1960-1980)
  - Generation Y (born 1981-1995)
  - Generation Z (born 1996-2010)
- Dependent Variables are organizational commitments based on the *Three-Component Model of Commitment Survey* developed by: Meyer & Allen (2004)
  - *Affective Commitment*: The level of emotional attachment of employees to the organization.
  - *Continuance Commitment*: The level of employee need to continue working in the organization, based on the consideration of the perceived profit and loss if they leave the organization.
  - *Normative Commitment*: The level of moral obligation of employees to remain employed in the organization.

Data analysis uses a quantitative approach with descriptive analysis and statistical tests. Descriptive analysis was used to describe the characteristics of the sample and the distribution of responses for each study variable.

Statistical tests are carried out to test differences between generational groups, different tests or comparison of several sample groups are carried out through several stages to ensure the selection of the right statistical test.

## RESULTS AND DISCUSSION

### Validity and Reliability Test Results

The Validity Test and Reliability Test, also known as instrument quality testing, aim to ensure that the questionnaire used in this study is an accurate and reliable measuring tool. The data collection process for this instrument trial was carried out by distributing questionnaires to 30 respondents who met the criteria. In the process, as many as 2 respondents did not give answers until the specified deadline. Thus, the number of final data collected and valid for analysis is 28 respondents. This amount is considered sufficient to conduct instrument test analysis. All data from the 28 respondents were processed in their entirety, with no data excluded.

### Validity Test Results

Validity testing is carried out to find out the extent of the accuracy and precision of a measuring instrument in carrying out its measurement function. In this study, the validity test was carried out using Pearson's Product Moment Correlation method through the SPSS program. This analysis correlates the score of each question item with the total score of its construct. The basis for decision-making to determine the validity of an item is as follows:

- The item is declared valid if the correlation significance value (Sig. 2-tailed) < 0.05.
- An item is declared valid if the correlation value r-calculates > r-table.

With the number of respondents (N) as many as 28, the degree of freedom (df) is: N-2 = 26. Based on the r-value distribution table, the r-table value for df = 26 at a significance level of 5% is 0.374.

The results of the validity test for each research variable are presented as follows:

**a. Validity of the *Affective Commitment* Questionnaire**

The results of correlation analysis for the Affective Commitment (AC) variable showed that all six question items had a significant correlation value with their total scores. A summary of the results of the analysis can be seen in Table 1 below.

**Table 1. Results of the Validity Test of Affective Commitment Variables/AC (N=28)**

| Variable | Item | r count | Sig (2 tailed) | Decision |
|---|---|---|---|---|
| Affective commitment | AC1 | .550 | .002 | Valid |
| | AC2 | .696 | .001 | Valid |
| | AC3 | .883 | .001 | Valid |
| | AC4 | .866 | .001 | Valid |
| | AC5 | .898 | .001 | Valid |
| | AC6 | .603 | .001 | Valid |

Source: Author, Primary Data Processed, 2025

Based on Table 1, it can be seen that the r-count value for all question items of the Affective Commitment variable is greater than the r-table (0.374) and the significance value is

less than 0.05. Therefore, all six items for this variable are declared valid and suitable for use for further analysis

**b. Validity of the *Continuance Commitment* Questionnaire**

For the Continuous Commitment (CC) variable, the analysis results show that not all statement items are valid. Details of the validity test results are presented in Table 2.

**Table 2. Results of the Validity Test of the Sustainability Commitment Variable/CC (N=28)**

| Variable | Item | r count | Sig (2 tailed) | Decision |
|---|---|---|---|---|
| Continuity of commitment | CC1 | .624 | .001 | Valid |
| | CC2 | .741 | .001 | Valid |
| | CC3 | .714 | .001 | Valid |
| | CC4 | .867 | .001 | Valid |
| | CC5 | .188 | .337 | Not Valid |
| | CC6 | .744 | .001 | Valid |

Source: Author, Primary Data Processed, 2025

Based on the table, it can be seen that the CC5 item has a smaller r-count value (0.188) than the r-table (0.374). In addition, its significance value (0.337) is greater than 0.05. Thus, the CC5 item is declared invalid. The other five items (CC1, CC2, CC3, CC4, and CC6) are declared valid and can be used further.

**c. Validity of the *Normative Commitment* Questionnaire**

All statement items for the Normative Commitment (NC) variable show valid results. The full results of the analysis are presented in Table 3.

**Table 3. Validity Test Results of Normative Commitment Variables/NC (N=28)**

| Variable | Item | r count | Sig (2 tailed) | Decision |
|---|---|---|---|---|
| Commitment regulations | NC1 | .788 | .001 | Valid |
| | NC2 | .571 | .002 | Valid |
| | NC3 | .832 | .001 | Valid |
| | NC4 | .721 | .001 | Valid |
| | NC5 | .708 | .001 | Valid |
| | NC6 | .829 | .001 | Valid |

Source: Author, Primary Data Processed, 2025

As shown in Table 3, all six statement items for the Normative Commitment variable have a higher r-count value than the r-table (0.374) and a significance value below 0.05. Thus, all items for this variable are declared valid.

Out of a total of 18 statement items tested for all three variables, it was found that 17 items were declared valid and 1 item was declared invalid. The invalid item is CC5 of the Ongoing Commitment variable.

Therefore, the CC5 item will be removed from the research instrument and will not be included in the subsequent data analysis, including when conducting reliability tests. Items that have been proven to be valid will then be tested for reliability to ensure the internal consistency of the instrument.

**Reliability Test Results**

Once the questionnaire items are proven to be valid, the next step is to conduct a reliability test. The reliability test aims to ensure that the research instrument is reliable and will provide consistent results if measurements are taken repeatedly. Reliability testing in this study used the Cronbach's Alpha method with the help of the SPSS program.
The instrument is declared reliable if Cronbach's Alpha value > of 0.70.
The results of the reliability test for each research variable are presented as follows:

**a. Reliability of *Affective Commitment* Variables**

The reliability test for the Affective Commitment variable was carried out on 6 statement items that had passed the validity test. The results of the analysis showed that the Cronbach's Alpha value of the 6 items had a value greater than 0.70, so it can be concluded that the instrument to measure the Affective Commitment variable is reliable.
A summary of the results can be seen in Table 4. below.

**Table 4. Results of the Affective Commitment (AC) Variable Reliability Test**

| Variable | Item | Cronbach's Alpha | Decision |
|---|---|---|---|
| Affective commitment | AC1 | .843 | Bookbindable |
| | AC2 | .821 | Bookbindable |
| | AC3 | .774 | Bookbindable |
| | AC4 | .787 | Bookbindable |
| | AC5 | .763 | Bookbindable |
| | AC6 | .858 | Bookbindable |

Source: Author, Primary Data Processed, 2025

**b. Reliability of *Continuance Commitment* Variables**

For the Continuous Commitment variable, a reliability test was performed on 5 statement items that had been declared valid (item CC5 was issued). The results of the analysis show that the Cronbach's Alpha value of 5 items is greater than 0.70, so the instrument to measure the Sustainable Commitment variable is declared reliable.
The results can be seen in Table 5. The following.

**Table 5. Results of the Reliability Test of the Sustainable Commitment Variable (CC)**

| Variable | Item | Cronbach's Alpha | Decision |
|---|---|---|---|
| Continuity of commitment | CC1 | .829 | Bookbindable |
| | CC2 | .808 | Bookbindable |
| | CC3 | .789 | Bookbindable |
| | CC4 | .747 | Bookbindable |
| | CC6 | .807 | Bookbindable |

Source: Author, Primary Data Processed, 2025

**c. Reliability of *Normative Commitment* Variables**

The reliability test for the Normative Commitment variable was carried out on all 6 valid statement items. The results of the analysis showed that the Cronbach's Alpha value of the 6

items of the Normative Commitment variable statement was greater than 0.70, which means that the instrument for the Normative Commitment variable is reliable. A summary of the results is presented in Table 6. below.

**Table 6. Results of the Normative Commitment (NC) Variable Reliability Test**

| Variable | Item | Cronbach's Alpha | Decision |
|---|---|---|---|
| Commitment regulations | NC1 | .793 | Bookbindable |
| | NC2 | .855 | Bookbindable |
| | NC3 | .780 | Bookbindable |
| | NC4 | .809 | Bookbindable |
| | NC5 | .814 | Bookbindable |
| | NC6 | .783 | Bookbindable |

Source: Author, Primary Data Processed, 2025

Based on a series of instrument quality tests that have been carried out, it can be concluded that the questionnaire used in this study has qualified as a good measuring tool. The results of the validity test showed that out of 18 items, 17 valid items and 1 invalid item (CC5) were issued. Furthermore, the results of the reliability test showed that all variables had a Cronbach's Alpha value > 0.70, which indicated that this research instrument was reliable. Thus, the data obtained from this questionnaire are suitable for use in descriptive analysis and subsequent hypothesis analysis.

**Descriptive Analysis Results**

Descriptive analysis was carried out to get an overview of the scores of each research variable, which included Affective *Commitment*, *Continuance Commitment*, and *Normative Commitment*. The descriptive statistics presented include mean values, standard deviations, and minimum and maximum scores.

**Description of Organizational Commitment Variables**

**a. Affective Commitment (*Affective Commitment*)**

Affective commitment measures an employee's emotional attachment, identification, and engagement in an organization. The results of the analysis showed a high level of affective commitment among the respondents. The average total score for this variable is 24.60 with a standard deviation of 3.928. With a theoretical score range between 6 to 30, this average score indicates respondents' strong tendency to have a positive emotional bond with their organization. Analysis per item showed that items AC1 (Mean=4.37), AC6 (Mean=4.29), and AC4 (Mean=4.23) were the highest contributors to affective commitment. This average score of 24.60 is in the range of 20.4-25.2 which is classified into the high category.

**b. Sustainable Commitment (*Continuity Commitment*)**

Ongoing commitment refers to an employee's awareness of the losses that will arise if they leave the organization. The results of the analysis also show a high level of sustainable commitment. An average total score of 20.32 with a standard deviation of 3.120 was obtained in the theoretical score range of 5 to 25. This score indicates that respondents generally consider the "cost" aspect as a strong reason to stay. Item CC1 showed a significant higher average score (Mean=4.53), indicating that there was one aspect of consideration that was very dominant for

respondents. This average score of 20.32 is in the range of 17.0–21.0 which is classified into the high category.

**c. Normative Commitment (*Commitment Regulations*)**

Normative commitment reflects an employee's sense of obligation to stay in the organization. This variable also shows a high level, although it is slightly lower than the other two dimensions. The average total score obtained was 23.33 with a standard deviation of 4.045 on a theoretical score range of 6 to 30. This average shows that respondents also feel a moral responsibility to be loyal to the organization. The item with the highest average score is NC4 (Mean=4.19). The average score of 23.33 is in the range of 20.4–25.2 which is classified into the high category.

**Comparative Analysis of Organizational Commitment Dimensions**

To compare the levels of the three dimensions of organizational commitment, a direct comparison to the average total score is not possible. This is due to the difference in the theoretical score range between variables, where Affective and Normative Commitments are measured with 6 items (score range 6-30), while Sustainable Commitments are measured with 5 valid items (score range 5-25).

Therefore, to obtain a valid comparison, normalization was carried out by calculating the average score per item for each dimension (Sudaryono, 2021), the average respondents' answers on a Likert scale of 1 (Strongly Disagree) to 5 (Strongly Agree).

Here's the calculation of the average score per item for each dimension:

- Affective commitment
  - Average score = 24.60
  - Number of valid items: 6
  - Average score per item: 24.60 / 6 = 4.10 (on a scale of 1-5)
- Ongoing commitment
  - Average score = 20.32
  - Number of valid items: 5
  - Average score per item: 20.32 / 5 = 4.06 (on a scale of 1-5)
- Normative commitment
  - Average score = 23.33
  - Number of valid items: 6
  - Average score per item: 23.33 / 6 = 3.89 (on a scale of 1-5

The results of the score normalization calculation are presented in Table 7.

**Table 7. Comparison of Average Scores per Item Organizational Commitment Dimension**

| Dimensions of Organizational Commitment | Total Average Score | Number of Valid Items | Average Score per Item |
|---|---|---|---|
| Affective Commitment | 24,60 | 6 | 4,10 |
| Ongoing Commitment | 20,32 | 5 | 4,06 |
| Normative Commitment | 23,33 | 6 | 3,89 |

Source: Author, Primary Data Processed, 2025

Based on the normalized data in Table 7, it can be seen that Affective Commitment has the highest average score per item (Mean = 4.10), which shows that on average, respondents tend to 'Agree' with statements that measure emotional attachment. This score was followed very narrowly by Sustainable Commitment (Mean = 4.06). Meanwhile, Normative Commitment recorded a slightly lower average score per item (Mean = 3.89). Visually the comparison can be seen in Figure 4.2 below.

Descriptively, the data shows that all dimensions of organizational commitment to ASN in the research locus are in the high category. These findings form the basis for further analysis, which is to statistically test whether there are significant differences in this high level of commitment among the Generation X, Y, and Z groups.

These descriptive findings not only show a high score in each dimension, but also form a complete picture that in TCM theory is called the Commitment *Profile*. The profiles identified in ASNs in the research locus can be characterized as "Complex High Commitment Profiles", in which their loyalty is not driven by a single factor, but rather by a strong combination of emotional attachment (affective), rational (sustainable) consideration, and sense of obligation (normative). An important characteristic of this profile is the normalized scores of Affective Commitment (4.10) and Sustained Commitment (4.06) whose values are almost equal and equally dominant. This indicates a balance between emotional and calculative motivation as a reason for civil servants to survive. The implications of this unique commitment profile will be explored in more depth in the next section.

**Data Analysis and Hypothesis Testing**

**Normality Test Analysis**

Before moving on to inferential analysis to test the hypothesis, a normality assumption test is first carried out on the research data. The normality test aims to find out whether the data on each research variable is normally distributed or not. This test is a prerequisite for the use of parametric statistical analysis.

The data normality test was carried out through three approaches to ensure the right conclusion, namely:

- Kolmogorov-Smirnov and Shapiro-Wilk tests. The data is considered normal if the significance value (Sig.) > 0.05.
- Ratio of Skewness and Kurtosis. The data tends to be normal if the ratio between the statistical value and *the standard error* is between -1.96 and +1.96.
- Visual analysis is observing the distribution of data on Q-Q plots.

a. Results of the Normality Test of Affective Commitment (AC)

Analysis of the Affective Commitment (AC) variable showed that the data on all items did not meet the assumption of normality for all three generation groups.

The results of the Shapiro-Wilk test, which are more sensitive to diverse sample sizes, showed a significance value (Sig.) of <0.05 for all items (AC1-AC6) in Generation X, and Generation Y, while in Generation Z only for items AC1 and AC6. Similar results can be seen in the Kolmogorov-Smirnov test also giving a Sig. < 0.005 result for all items in Generation X, and Generation Y except for the two items AC2 and AC5 in Generation Z.

Although some items show reasonable Skewness and Kurtosis ratios, there are extreme values that indicate abnormal data distribution. For example, the AC5 item for Generation Y

has a Z Skewness value of -6.079 and a Kurtosis Z value of 6.467 which is far outside the normal range, several other items in Generation Y are also abnormal, namely AC1, AC3, and AC6. For Generation X items AC5 and AC6 are not distributed normally, as can be seen in table 4.15 above.

The Q-Q plot for all Affective Commitment items visually shows data points that spread out and away from the diagonal line of normality. This confirms that the distribution of data is abnormal.

From this explanation, it can be concluded that the data for the Affective Commitment (AC) variable is consistently not distributed normally in all three generations

b. Results of the Normality Test of Sustainable Commitment (CC)

The results of testing on the Continuous Commitment (CC) variable showed mixed findings, where most of the data were abnormal but there were exceptions to some items.

Most items on the CC variables for Generation X and Y show a Sig. value of < 0.05 on the Kolmogorv-Smirnov and Shapiro-Wilk tests, which means it is abnormal. However, there are exceptions in Generation Z, where CC4 and CC6 items have a Sig. >0.05. so it can be concluded that the data for these items in Generation Z is normally distributed.

The values of Z Skewness and Z Kurtosis show that some items are abnormally distributed, namely items CC1, CC4 and CC6 in Generation X, and items CC1 and CC3 in Generation Y, while all items in Generation Z are in the range of -1.96 to +1.96, which means they are normally distributed. Z values of Skewness and Z Kurtosis.

The conclusion that can be drawn is that the data for the Sustainable Commitment (CC) variable is generally not normally distributed, but is identified as normal for items CC4 and CC6 in the Generation Z group.

c. Normative Commitment (NC) Normality Test Results

Analysis for the Normative Commitment (NC) variable generally shows that the data is not normally distributed across all generation groups.

The results of the Kolmogorv-Smirnov test and the Shapiro-Wilk test show the value of Sig. < 0.05 for almost all items (NC1-NC6) in all three generations. The results of this test can be seen in table 4.18. The following.

Analysis of the results of the Skewness and Kurtosis tests showed that some ratio values were outside the reasonable range. For example, the NC6 item for Generation Y has a Z Kurtosis-2.34 value, as well as the NC5 item for Generation Z, has a Z Skewness of 2.59 and indicates abnormality.

The Q-Q plots for the NC variables visually confirm the statistical findings, where the distribution of data points does not form an ideal straight line.

Based on the results, it can be concluded that most of the research data on the three organizational commitment variables are not distributed normally. This has implications for the selection of statistical analysis techniques for hypothesis testing.

Therefore, this study could not use parametric statistical tests such as *one-way* ANOVA to compare average commitment scores among the three generation groups. Instead the inferential analysis will be carried out using a non-parametric statistical test, namely the Kruskal-Wallis test. This test is a suitable alternative because it does not require the data to be distributed normally.

**Test the Hypothesis of Differences in Organizational Commitment**

To test the hypothesis regarding the differences in organizational commitment (affective, sustainable, and normative) between generational groups (Generation X, Generation Y, and Generation Z), a non-parametric statistical analysis was carried out using the Kruskal-Wallis test. The test was conducted with an alpha significance level (α) of 0.05.

**Table 8. Results of the Kruskall-Walis Difference Test**

| Hypothesis Test Summary | | | | |
|---|---|---|---|---|
| | **Null Hypothesis** | **Test** | **Sig.a.b** | **Decision** |
| 1 | The distribution of Total Affective Commitment is the same across categories of Generasi | Independent Samples Cross Broom Test | .792 | Retain the null hypothesis |
| 2 | The distribution of Total Continuance Commitment is the same across categories of Generasi | Independent Samples Cross Broom Test | .409 | Retain the null hypothesis |
| 3 | The distribution of Total Normative Commitment is the same across categories of Generasi | Independent Samples Cross Broom Test | .427 | Retain the null hypothesis |
| The significance level is .050<br>Asymptotic significance is displayed | | | | |

Source: Author, Primary Data Processed, 2025

A summary of the results of the Kruskal-Wallis test is presented in Table 4.21. Overall, the results of the analysis showed that there were no statistically significant differences in the three dimensions of organizational commitment among the three groups of ASN generations studied. Here is an analysis for each hypothesis, enriched by comparisons to previous research findings.

a. Results of the Affective Commitment (AC) Difference Test

The results of the first hypothesis test, which aimed to identify differences in affective commitment between generations, showed a significance value of 0.792. This value is greater than the established significance level (0.792 > 0.05), so the decision taken is to accept the null hypothesis ($H_0$). In conclusion, there is not enough statistical evidence to state that there is a difference in affective commitment between ASN Generation X, Generation Y, and Generation Z.

The findings are in line with research conducted on Generation X and Y nurses at a government hospital in Istanbul, Turkey. The study also found no statistically significant differences in levels of organizational commitment, including affective commitment, between the two generations of nurses. Similarly, research by Generation X and Y taxi drivers in Indonesia also concluded that there was no significant difference in organizational commitment between generations. Ay et al. (2020). van Den Broek et al. (2017)

But these results differ from the findings, which were conducted on students and their families in Poland. Marzec's research found a significant difference, where the level of affective commitment in Generation Z was statistically lower compared to Generation X and Baby Boomers. Marzec (2023)

b. Results of the Continuous Commitment (CC) Differential Test

The second hypothesis test was performed on the sustainable commitment variable. The results of the Kruskal-Wallis analysis showed a significance value of 0.409. Since this significance value is greater than 0.05 (0.409 > 0.05), the null ($H_0$) hypothesis is accepted. This indicates that there was no statistically significant difference in the level of sustained commitment among the three generational groups studied.

As with affective commitment, these findings are also consistent with the results of Ay et al. who found no significant differences in the dimensions of ongoing commitment among Generation X and Y nurses.

On the other hand, these findings contradict the results of Marzec's research which shows that there are very significant differences in sustainable commitments between generations. In the study, Generation Z and Y showed significantly lower levels of ongoing commitment than Generation X and Baby Boomers.

c. Normative Commitment (NC) Difference Test Results

Finally, the third hypothesis test was carried out for the normative commitment variable. The results of the Kruskal-Wallis test showed a significance value of 0.427. The value is greater than 0.05 (0.427 > 0.05), which means accepting a null ($H_0$) hypothesis. Thus, it can be concluded that there is no significant difference in normative commitments between ASN Generation X, Generation Y, and Generation Z.

These findings again support the results of Ay et al. who also reported no significant differences in normative commitments between nurses of different generations.

However, this result again contradicts Marzec's findings, which identified a statistically significant difference in normative commitments, where younger generations (Z and Y) have lower levels of moral obligation to the organization than older generations (X and Baby Boomers).

Based on the results of the Kruskal-Wallis test above, all alternative hypotheses ($H_a$) that state that there are differences in organizational commitment between generations are rejected. This shows that in this study, the generation factor is not a significant differentiator between the level of affective commitment, sustainable commitment, or normative commitment of an ASN.

It is known that the average rating scores for Affective Commitments of Generation X (62.03), Generation Y (66.80), and Generation Z (65.00) are in close proximity to each other. The same pattern was also seen in the sustainable and normative commitment variables, where no one generation group showed an average ranking that stood out in the extreme compared to the other.

This average rating value confirms the results of the Kruskal-Wallis test, which concludes that the difference in commitment ratings between generational groups is not significant. Thus, it can be concluded that the level of affective, sustainable, and normative commitment is relatively equal between the three generations.

**Analysis of Intergenerational Organizational Commitment of ASN**

The main finding of this study is that there is no statistically significant difference in the three dimensions of organizational commitment -affective, sustainable, and normative- among ASN Generation X, Generation Y, and Generation Z within the Deputy for Apparatus

Administration of the Ministry of State Secretariat. The results of the Kruskal-Wallis test consistently showed a significance value ($p > 0.05$) for all three hypotheses, meaning H0 was accepted and Ha was rejected for each dimension of the organization's commitment.

These findings are quite interesting because they contradict the initial assumptions and some stereotypes that have developed in society and some popular literature, which often portray younger generations (Y and Z) as having lower organizational loyalty and commitment than older generations. In fact, the results of preliminary interviews in this study also indicate that there is a perception of differences in commitment between generations, where Generation X is considered the most committed and Generation Z is considered the lowest. However, the quantitative data obtained do not support this perception. In addition, the findings of this study also confirm the low *voluntary turnover* data at the Ministry of State Secretariat during the 2020-2024 period. The absence of significant differences can be explained through several points of view:

a. ASN working in the Ministry of State Secretariat is part of a formal institution with an established culture, values, and work system. The structured bureaucratic environment, relatively clear career paths, adequate remuneration, and the guarantee of job stability offered by the status of ASN are likely to be factors that make homogeneity stronger than differences in generational characteristics. In other words, organizational values and norms are more dominant in shaping employee commitment than their generational background.
b. Descriptive analysis shows that the average score for all three dimensions of organizational commitment tends to be in the high category in all groups. Affective commitment (emotional attachment) even showed the highest average score per item. When all employees, regardless of generation, already have a high level of basic commitment, then the variation or difference between groups becomes statistically insignificant. This indicates that the Deputy for Apparatus Administration in general has succeeded in fostering a positive work environment and is able to bind its employees.
c. Working in the Ministry of State Secretariat, an institution that provides direct support to the President and Vice President, can foster an equally strong sense of pride and emotional attachment (affective commitment) for all generations. The responsibilities and strategic roles carried out by these institutions can be a unifying factor that transcends generational differences of perspective.

Thus, it can be concluded that in the context of ASN in the Deputy for Apparatus Administration of the Ministry of State Secretariat, the generation factor is not the main predictor that differentiates the level of organizational commitment. Factors such as the public sector work environment, organizational culture, and the nature of job duties seem to play a greater role and influence.

## CONCLUSION

The findings of this study conclude that the generation factor is not a significant differentiating variable on the level of commitment of ASN organizations within the Deputy for Apparatus Administration, Ministry of State Secretariat. Although demographically the workforce in this unit consists of three different generations, their commitment to the organization tends to be homogeneous. These findings indicate that the strong influence of an established organizational culture, institutional values, the nature of work in the strategic public

sector, and the structured work environment in the Ministry of State Secretariat are more dominant in shaping employee commitment than the historical experience that shapes the characteristics of each generation. "Shared organizational experience" proved to be more influential than "shared generation experience" in the context of this research locus.

Based on the research findings, several suggestions can be proposed. For the Ministry of State Secretariat, particularly the Deputy for Apparatus Administration, it is recommended to maintain and strengthen the positive organizational culture, institutional values, and supportive work environment that have proven effective in fostering high organizational commitment across all generations. Human resource management policies should be designed based on the understanding that all generations share similar levels of commitment, thus universal approaches to employee development, recognition, and retention can be effectively implemented. However, managers should remain attentive to the unique needs and preferences of each generation in terms of communication styles, work flexibility, and career development opportunities to optimize employee engagement. For future researchers, it is recommended to expand the research locus to other government institutions to test the generalizability of these findings, consider using mixed methods to gain deeper insights into the factors that shape organizational commitment, and explore other potential variables such as leadership style, job satisfaction, or work-life balance that may influence commitment across generations.

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