

FACTORS INFLUENCING ORGANIZATIONAL COMMITMENT OF MULTIGENERATIONAL EMPLOYEES IN A PRIVATE HOSPITAL

Abstract

Knowing the generation an employee belongs to can help managers better understand the workforce. This study examines the influence of the different Work Factors on the Organizational Commitment of a private hospital's multigenerational workforce. The generational cohort was categorized as Baby Boomers, Generation X, and Generation Y, while identified work factors were Work Environment, Job Security, Pay Satisfaction, and Participation in Decision-Making. A descriptive quantitative research design was used. The respondents were the 130 employees of a Private Hospital with a tenure of at least three years. Statistical tools utilized were Mean and Standard Deviation, Chi-Square and ANOVA, and Pearson Product Moment Correlation. Results revealed that all four identified factors greatly influence organizational commitment regardless of their age generation. Looking into their organizational commitment, both Baby boomers and Gen X have very high organizational commitment while Gen Y has high commitment. The influence of job satisfaction in organizational commitment significantly varies by age generation.

Gen Y's level of organizational commitment significantly varies with those of Gen X and Baby boomers. The influence of work environment and pay satisfaction is significantly related to the employees' organizational commitment. The hospital may use the study results as a basis for an age-inclusive human resource program and adopt policies and strategies to strengthen the employees' organizational commitment.

Keywords: human resources management, work factors, organizational commitment, multigenerational employees, descriptive design, Philippines

INTRODUCTION

Committed human resources are the organization's greatest asset (Munirah, Halimahton, & Mumtaz Began, 2010). Today's companies are greatly affected by globalism and radical changes. The business's success is attributed mainly to the performance of its employees, who are strongly committed to the organization (Acar, 2012).

Organizational commitment has important implications for both individuals and organizational outcomes. It would be helpful for human resource managers to focus on important factors for improving their employees' organizational commitment as they contribute and play significant roles in enhancing employee work performance (Faisal & Al-Esmael, 2014). Employees also become more innovative in their jobs if committed to the companies they work for (Marques, Galendale, & Cruz, 2014). Regardless of how different industries become increasingly complex and diverse, employees' organizational commitments are still crucial, and their importance should not be underrated (Tolentino, 2013).

On the other side, organizations always aim to achieve sustainable growth (Ozsahin, Zehir, Ar, & Sudak, 2013). Since generational diversity is present in today's workforce, managers need to learn about the levels of their organizational commitment (Kaifi, Nafei, & Kaifi, 2012). The proportion of the different generations in the workplace creates managerial challenges in today's organizations (Stewart, Oliver, Cravens, & Oishi, 2017). As workplaces become increasingly age-diverse (Cogin, 2012), it will be advantageous for managers to seek increased employees' work commitment to deliver better services (Garg & Dhar, 2014; Cicekli & Kabasakal, 2017). Today's workplace includes four (4) generations, with each generation offering different beliefs and values to the organization (Lehmann-Willenbrock, Lei, & Kauffeld, 2012). Learning about the specific generation an employee belongs to can help managers better understand the workforce (Kicheva, 2017).

The different generations are categorized as baby boomers, generation X, generation Y, and generation Z (Jiri, 2016). Baby boomers are those born between 1946 and 1965. Employees belonging to this generation are generally characterized as loyal to their employers, dedicated to their jobs, with strong interpersonal skills but are lacking in technical skills. Baby boomers are also said to be idealistic and uncynical (Wallop, 2014).

Generation X, born between 1965 and 1980, has the characteristics of being focused on personal growth, aggressively questioning authority, and values technological literacy, independence, diversity, and informality (Stanley, 2010). Those born between 1980 and 1995 are referred to as Generation Y or the Millennials and are generally described as valuing autonomy and work-life balance, motivated by having social and emotional bonds with co-workers yet are more concerned about economic returns (Parry & Urwin, 2011). Generation Z, also referred to as Post-Millennial, are born between 1995 and 2010. Employees belonging to this group are characterized as well-integrated with technology, have a short attention span, consider the socialization process as important as learning rational knowledge (Torocsik, Szucs, & Kehl, 2014).

Employees from different generations have different sets of attitudes, habits, and what motivates them. If not managed effectively, these may lead to misunderstandings, difficulty retaining performers, rapid turnover, work-life imbalance, and decreased organizational commitment (Kicheva, 2017). However, these differences are also opportunities for the organization to improve employee management strategy (Clark, 2017).

Several studies emphasize the advantage for managers to foster a work environment that supports the needs of every generation. Employees who have the information and skills needed to understand the generational characteristics of their co-workers will aid in creating understanding among them thus, fostering their work commitment (Kapoor & Solomon, 2011). Understanding factors in employees' commitment to the

organization is necessary to the company's growth, that further research is needed to understand how these factors affect employees' organizational commitment fully. Since baby boomers still have a few more years left before retiring from employment, it would be beneficial to take a look into how the organization can keep the older workers' motivation high and continue making them as assets rather than liabilities (Kooij, de Lange, Jansen, & Dikkers, 2008).

A study explored the level of organizational commitment of multigenerational employees. As baby boomers come close to retiring age, the organization will have a workforce made up mostly of millennials (Kaifi, Nafei, & Kaifi, 2012). The study purported that it is beneficial for managers to determine what factors can increase the work commitment of these workers as it would aid the organization's human resources department in developing strategies for hiring, leading, and managing age-diverse employees. Also, an organization's survival in a globally competitive environment depends on its capability to understand and create strategies that accommodate the diverse workforce (Benson & Brown, 2011).

Human resource managers and line managers should acknowledge the necessity of having a positive age-diversity climate in translating age-inclusive human resource measures into performance and employee retention (Boehm, Kunze, & Bruch, 2014). Conventional factors determined in previous studies, such as career path and compensation as causes of high organizational commitment, are not exactly true (Nguyen, Mai, & Nguyen, 2014). Other factors such as training and development, organizational justice, job description, and learning experience also significantly affect organizational commitment (Cheah, Woon Chong, Fern Yeo, & Wei Pee, 2016). When employees engage in positive work practices, their organizational commitment will likely increase (Benson & Brown, 2011).

The work environment has been identified to have a significant positive influence on organizational commitment (Hanaysha, 2016); further affirmed that social support found in

the work environment increases the organizational commitment of staff (Haggins, 2011). The need to know the impact of workplace factors on the commitment to develop strategies that suit each generation to prevent growth in attrition (Brunetto, Farr-Wharton, & Shacklock, 2012). It remains a continuous effort for Human Resources Development Offices to improve its processes, so employees become committed to carrying out its mission and vision effectively. Although most employee feedback remains positive, there has been a period of quick turn-overs that the researcher deemed helpful to consider the factors that influence the employees' commitment to the organization considering its age-diverse workforce.

Statement of the Problem

This study looked into the different factors that influence the organizational commitment of a private hospital's multigenerational workforce. Specifically, it sought to answer the following questions:

1. To what extent do the identified factors influence employees' organizational commitment when taken collectively and grouped according to generations?
2. What is the level of organizational commitment of employees' when taken collectively and grouped according to generations?
3. Is there a significant difference in the influence of the identified factors on the work commitment of a private hospital's employees when grouped according to their generations?
4. Is there a significant difference in employees' levels of organizational commitment when taken collectively and grouped according to their generations?
5. Is there a significant relationship between the extent of influence of identified factors and the level of organizational commitment of a private hospital's employees?

Hypotheses

The researchers hypothesized that:

1. There is no significant difference in the influence of the identified factors on the work commitment of a private hospital's employees when grouped according to their generations.
2. There is no significant difference in the level of organizational commitment of employees when grouped according to generations.
3. There is no significant relationship between the extent of influence of identified factors and the level of organizational commitment of a private hospital's employees when grouped according to generations.

Framework

Organizations believe that employees' work commitment is imperative in maintaining the stability of the workforce, which will eventually translate to business success (Nguyen, et al., 2014). Studies have also looked into organizational commitment factors as there are several ways to measure organizational commitment (Tolentino, 2013). Among the most relevant concepts for these factors are the works of Khanifar, Hajlou, Abdolhosseini, Ataei, & Soltani (2012), which identified job security, compensation, and rewards. Nujjoo & Meyer (2012) pointed out that motivated employees become more committed to the organization. Likewise, Johnson, Chang, and Yang (2010) studied and concluded that an organization's consideration of employees' motivations would improve employees' level of work commitment.

The study of Sohail, Safdar, Saleem, Ansar, & Azeem (2014) showed that the motivation of employees has a significant impact on employees' organizational commitment. The more

motivated the employees are, the more they will perform well. Some factors like engagement in corporate social responsibility and productivity activities were among the many factors that were significant to the employees' organizational commitment (Dost, Ahmed, Shafi, & Shaheen, 2011). Also, the study of Alniaçık, Alniaçık, Akçin, & Erat, (2012), points out career motivation playing an important role in employees' organizational commitment.

Relating to the hospital setting, Altindis (2011) maintains that the motivation of healthcare professionals and their organizational commitment are closely interlinked. Employees' commitment to the organization is a crucial work attitude, and commitment is identified due to employees' motivation (Johnson et al., 2010). Because of the significant role of motivation on the level of work commitment, this research is supported by the Motivation-Hygiene Theory of Frederick Herzberg, which explains that there are factors in a job that employees find satisfying and dissatisfying (Dartey-Baah & Amoako, 2011). When present in the organization, hygiene factors are not enough to satisfy workers, whereas motivators, referring to the nature of the job, provide satisfaction and higher motivation.

Teck-Hong & Waheed (2011) affirmed the work of Herzberg, describing that motivators are related to factors intrinsic to the job itself, such as achievement, recognition, responsibility, and advancement. In contrast, hygiene factors are related to employees' dissatisfaction from factors extrinsic to the job such as interpersonal relations, salary, and support from supervisors, and company policy.

Moreover, the Three (3) Point Model of Commitment developed by Meyer and Allen (1991) set out three separable components effectively grouping the different factors identified to affect employees' decision to remain committed to the organization. These components are Affective Commitment, Continuance Commitment, and Normative Commitment. Recent studies have supported this model in understanding the

dynamics of work and commitment (Maqsood, Rehman, Hanif, & Williams, 2012).

The schematic diagram illustrates the relationship of the different variables used in the study. The respondents are the Regular Employees of a private hospital. They were grouped according to their age generation: Baby Boomers, Generation X, and Generation Y. These were assessed through four (4) different factors influencing organizational commitment and their organizational commitment using the three components of commitment. The results may be used as a basis for an age-inclusive human resources program, strategy, and policies to strengthen employees' organizational commitment.

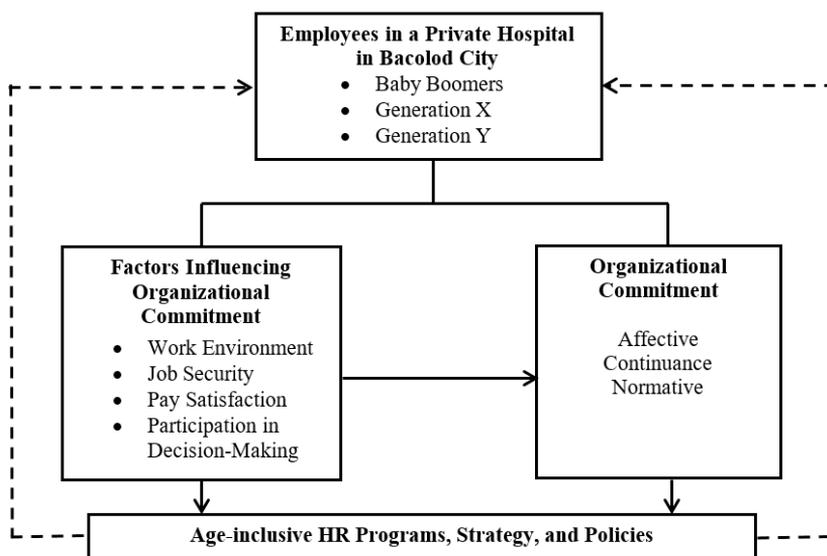


Figure 1. Schematic Diagram of the Framework of Factors Influencing the Organizational Commitment of Multigenerational Employees of a Private Hospital

METHODOLOGY

Research Design

A descriptive-quantitative research design was used in this study. It is the most appropriate design to answer the problems raised in this study on the influence of workplace factors on employees' organizational commitment.

Respondents

The respondents of the study were Baby Boomer (40), Generation X (43), and Generation Y (67) employees, who were randomly selected.

Data Gathering Instrument

An adapted and modified questionnaire was used as the research instrument. The first part of the questionnaire, composed of eighteen (18) items, was based on the Organizational Commitment questionnaire developed by (Meyer & Allen, 1991). The instrument uses a Likert scale with the following options to determine the level of agreement of the respondents:

CODE	INTERPRETATION	
1	Strongly Disagree	Very Low
2	Disagree	Low
3	Agree	High
4	Strongly Agree	Very High

Likewise, the second part has a five-point Likert scale where employees may choose the degree of influence the statements clustered under the different factors have on their organizational commitment. The following were the scale:

CODE	INTERPRETATION	
1	Not at all	No Influence at All
2	Very Low	Very Low Influence
3	Low	Low Influence

4	High	Great Influence
5	Very High	Very Great Influence

As the first part of the instrument was taken from a documented model, it no longer underwent validity and reliability tests. In the second part, however, although the items were used in a published work, the same could not show the questionnaire's reliability, so it had to undergo content validity and reliability tests.

Twelve (12) experts in human resource management and business administration validated the items in the second part of the questionnaire using the Content Validity Ratio developed by Lawshe (Ayre & Scally, 2013). The computed content validity index was 0.87. The instrument's reliability was established using Cronbach's Alpha, and the computed alpha coefficient was 0.86.

Data Gathering Procedure

The researchers distributed the questionnaire with instructions given to the respondents to write their age on the space provided and answer the items as candidly as possible. Respondents were also be assured that their answers shall be treated with the utmost confidentiality. Their participation was purely voluntary. After the collection of answered questionnaires, respondents were grouped according to their age generation. The data were then checked, encoded, and statistically analyzed using the mean, standard deviation, one-way analysis of variance, and Pearson r.

RESULTS AND DISCUSSIONS

When the private hospital's employees were taken collectively, job security (\bar{x} = 4.00; sd = 0.732) has the highest influence on organizational commitment while work environment (\bar{x} = 3.74; sd = 0.437) has the lowest influence. Similarly, all age generations consider the work environment to have the lowest influence on their organizational commitment, as supported by the lowest mean score. However, the factor with the highest

influence on their organizational commitment vary, that is, pay satisfaction (\bar{x} = 4.14; sd = 0.511) for Baby boomers, participation in decision-making (\bar{x} = 3.98; sd = 0.611) for Gen X and job security (\bar{x} = 3.98; sd = 0.471) for Gen Y.

The results meant that what makes employees, ages 23 to 50, commit to the organization is their satisfaction with their pay and involvement in decision-making. The possible reasons for these are fittingly laid out that Generation X or Xers are part of the sandwich generation taking care of themselves, their younger siblings, and the household, thus needing pay stability. At the same time, Generation Y or the millennials have a keen understanding of the need for stable income to fulfill their material needs. Also, millennials tend to leave a company if the company's leader does not meet their standards. As evidenced by the data, the work environment is the least consideration of all age generations (Ruys, 2013) when deciding to stay with the organization.

The Baby Boomers consider job security as the highest influencing factor to their organizational commitment. History depicts them having a strong belief in sacrificing to achieve success and long-term employment (Kicheva, 2017).

Table 1

Extent of Influence of Identified Factors of Organizational Commitment When Taken Collectively and Grouped According to Generation

Employee Generations	Factors Influencing Organizational Commitment	Mean	sd	Interpretation
Baby Boomers	Work Environment	3.74	0.874	Very Great Extent
	Job Security	4.22	0.672	Very Great Extent
	Pay Satisfaction	4.14	0.511	Very Great Extent
	Participation in Decision-Making	4.08	0.468	Very Great Extent
Generation X	Work Environment	3.73	0.433	Very Great Extent
	Job Security	3.88	0.356	Very Great Extent
	Pay Satisfaction	3.86	0.522	Very Great Extent
	Participation in Decision-Making	3.98	0.611	Very Great Extent
Generation Y	Work Environment	3.77	0.537	Very Great Extent
	Job Security	3.98	0.471	Very Great Extent

	Pay Satisfaction	3.89	0.847	Very Great Extent
	Participation in Decision-Making	3.89	0.748	Very Great Extent
Taken Collectively	Work Environment	3.74	0.437	Very Great Extent
	Job Security	4.00	0.732	Very Great Extent
	Pay Satisfaction	3.97	0.411	Very Great Extent
	Participation in Decision-Making	3.96	0.863	Very Great Extent

The factor with the greatest influence on employees' organizational commitment is Pay Satisfaction with a mean of 4.00, as management should motivate employees by paying them well to increase commitment (Stringer, Didham, & Theivananthpillai, 2011).

The factor with the lowest extent of influence on the organizational commitment is Work Environment with a mean of 3.74, which could be brought about by employees' perceived problems on the flexibility of the working environment and interpersonal relationship with their immediate superior and subordinates (Bushiri, 2014).

In Table 2, if we rank the generations of employees according to their level of organizational commitment, Baby Boomers and Xers are on top. They reflect very high levels of organizational commitment with a mean of 3.59 and 3.48, respectively.

The results are compatible with the Study of (Lee & Leu Fong Yuen, 2014) that senior adult employees prefer to stay in the organization and have a higher level of work commitment (Al & Mohammad, 2017) because they already are well-adapted to the work environment.

Table 2

Level of Organizational Commitment When Taken Collectively and Grouped According to Generations

Employee Generation	Mean	sd	Interpretation
Baby Boomers	3.59	0.567	Very High

Generation X	3.48	0.483	Very High
Generation Y	3.09	0.711	High
Taken Collectively	3.37	0.653	Very High

When taken collectively, the results show that these multigenerational employees have a very high level of organizational commitment showing a mean of 3.37. Contrary to this, Generation Y employees show the least level of commitment with a mean of 3.09. However, this generation also showed the highest standard deviation, indicating a wider spread of responses among the employees in this group. Results imply that a program to improve their commitment is needed by the hospital. Further investigation into the factors that influenced their organizational commitment aside from work environment, job security, pay satisfaction, and decision-making participation may be considered.

There is a general sense that Millennials are somehow different and, more specifically, lack a certain level of commitment compared to older generations (Mahoney, 2015). They are the only generational group that does not conceptually link organizational commitment to cultures in the workplace (Stewart, Oliver, Cravens, & Oishi, 2017). In another study, GenY employees had a higher normative commitment than GenX employees; in contrast, Gen X employees had a higher continuance commitment than Gen Y employees (Jena, 2016).

Table 3

Difference in the Influence of the Identified Factors on Organizational Commitment of Employees When Grouped According to Age Generations

Factors	p-value	Significance @ 0.05 level	Status of Hypothesis
Work Environment	0.996	Not Significant	Accepted
Job Security	0.080	Significant	Rejected
Pay Satisfaction	0.539	Not Significant	Accepted

Participation in Decision-Making	0.443	Not Significant	Rejected
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In Table 3, results show no significant difference in the influence of Work Environment on the organizational commitment of all three generations, which is also true for the Pay Satisfaction and Participation in Decision-Making factors. Only the aspect of Job Security shows a significant difference in its influence on each generation's organizational commitment, thus rejecting the hypothesis.

Job satisfaction and organizational commitment may increase when an organization's work environment allows it to happen, creating opportunities for them to participate in decision-making. The significantly higher influence of job security on the organizational commitment of the baby boomers than their Gen X and Gen Y counterparts may be attributed to the wisdom and life/work experiences they have accumulated over the years.

Contrary to the above, whichever age cohort an employee belongs to, job security has the highest impact on the employees' decision to commit to the organization depending on how he understands it, whether it translates to the likelihood of the employee losing a job or the likelihood of the employee finding another job (Artz & Kaya, 2014). Generation X employees grew up in an era where organizational loyalty and commitment were not regularly rewarded with job security, so they tend to leave an employer for a higher salary or better benefits (Becton, Walker, & Jones-Farmer, 2014). Moreover, Millennials find more fun in the workplace when they see opportunities to collaborate with co-workers (Tschantz, 2016; Carver, 2008).

Table 4

Difference in the level of Organizational Commitment of Employees When Grouped According to their Age Generations

Generations	mean	p-value	Significance @ .05 level	Status of Hypothesis
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Baby Boomers	3.59			
Generation X	3.48	.000	Significant	Rejected
Generation Y	3.09			

In Table 4, results show a significant difference in the level of organizational commitment when employees were grouped according to age generation.

Several factors may be attributed to this difference. Among these are their demographics which may indicate that older generation employees have more responsibilities such as marriage and raising their families. Millennials may still be unmarried and partly dependent on their parents.

Findings imply that there is a decrease in affective organizational commitment, normative organizational commitment in young generations. Thus, Millennials' need to remain in the organization is not as strong as their older counterpart. Organizations need to consider this while designing the human resource policies for employees' commitment.

Similarly, Generation Y and Generation X differences were observed for affective organizational commitment, normative organizational commitment, professional commitment, and team commitment (Singh & Gupta, 2015). Younger workers do not have the same commitment to accept required work compared to Baby Boomers (Iden, 2016). Also, baby boomers and Generation X employees feel a greater need to stay due to their perceived difficulty finding another job opportunity considering their age (Mahoney, 2015).

Table 5

Relationship between Identified Factors and Organizational Commitment

Correlated Organizational Commitment to	p-value	Significance @ 0.05 level	Status of Hypothesis
Work Environment	0.008	Significant	Rejected
Job Security	0.123	Not Significant	Accepted

Pay Satisfaction	0.011	Significant	Rejected
Participation in Decision-Making	0.680	Not Significant	Accepted

Work environment and pay satisfaction are significantly related to organizational commitment, while job security and participation in decision-making are not. Since organizational commitment is significantly associated with the work environment, human resource practitioners may develop programs geared towards a supportive work environment to foster healthy exchange relationships, leading to more committed or engaged employees.

Similarly, affective organizational commitment and work environment conditions positively and significantly correlate in the hospital setting (Rohail & Ali, 2018; Vanaki & Vagharseyyedin, 2009). As part of the work environment, social support is the key to increasing organizational commitment (Haggins, 2011). Also, pay satisfaction had a positive and modest correlation with organizational commitment, which elucidated that pay satisfaction is a predictor of organizational commitment (Abdullah & Ramay, 2012).

Contrary to the above, job security and organizational commitment were significantly related, indicating that a secure job can push higher commitment. At the same time, participation in decision-making had a low correlation with organizational commitment (Abdullah & Ramay, 2012).

CONCLUSION AND FUTURE DIRECTIONS

Organizational commitment across age generations significantly differs, with baby boomers as most committed or engaged, Gen Y as the least committed or engaged group, and Gen X's commitment coming in-between, indicating that workplace dynamics change with age-based trends. Each generation possesses unique and distinguishable characteristics; thus, management strategies should address these differences.

Work environment and pay satisfaction are significantly related to organizational commitment, indicated that these are among the many antecedents of organizational commitment. The work environment greatly influences the organizational commitment of Generation Y or millennials. The results imply that organizations that provide a comfortable workspace, positive human climate, clear and easy-to-understand procedures tend to increase organizational commitment. Work conditions, both physical and non-physical, should be periodically evaluated to avoid decreased organizational commitment.

Job security and participation in decision-making are not significantly related to organizational commitment. Organizations offering stable jobs and security of tenure tend to be more attractive to committed employees. Employee participation in decision-making may still be regarded as a mechanism to prime organizational commitment regardless of the employees' age generation.

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