
Generational Diversity at Government Workforce: An Assessment towards Job Involvement and Organizational Commitment

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Abstract: *Diversity is a widespread issue in today's workplace, aside from gender and racial diversity, generational diversity has grown as an important matter that should be understood and managed. Employees in different generations differ in terms of behavioral characteristics and work-related values which are likely to influence their engagement and attachment with various aspects of work. Specifically, the job involvement and organizational commitment of government workforce in relation to their generation is the focus of the study. Researchers assessed if there is a significant difference on the level of job involvement and organizational commitment among different generations. Findings of this study may contribute to increase the understanding of agencies about their employees in the context of generational differences to facilitate appropriate strategies and practices to enhance human resource's positive organizational attitudes. The respondents of this study were the government employees in various agencies in Nueva Ecija and a questionnaire-based survey was designed to assess the aforementioned objective. A total of 48 government employees, 12 participants for each four generations took the survey assessing their degree of job involvement and organizational commitment. Findings show that when it comes to job involvement, younger generations tend to be more involved compared to older generations. While the level of organizational commitment tends to be higher in the older generation, specifically in Generation X. The implications of the results were discussed and future research and actions were suggested.*

Keywords: *Baby Boomers, Generational Diversity, Generation X, Generation Y, Generation Z, Government Workforce, Job Involvement, Organizational Commitment.*



1. INTRODUCTION

Human resources are an essential component in any organization; including in government agencies were carrying out the function to serve the public relies heavily on their workforce. In fact, employees have been recognized as the most valuable asset and the "engine" without which the organization would not run in many literatures. Thus, understanding their differences, characteristics and behavior that affects their performance towards work is important to consider. Looking around at the workplace, it is usual to see employees at different ages that belong to different generations. At present the workforce has the widest age diversity, up to four generations are now involved in the workplace at the same time and these generations are labeled as Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z.

Numerous studies have proven that diversity offers significant organizational benefits and enhances workplace culture. However, while diversity is beneficial in that it can be productive and lead to innovation, it can be complicated to manage as there's no one-size-fits-all approach in managing them all. Each generation has different ways of doing things; they communicate differently and they prefer different ways of working. In the study of Zemke, Raines, & Filipczak in 2013 about generational diversity it generally revealed that different generations vary in terms of behavioral characteristics and work-related values which is likely to influence their engagement and attachment with various aspects of the workplace. As a consequence, when it is not handled well, the differences in generations may lead to discord, conflict and have detrimental effects on organizational relationships and productivity.

Fundamental to the organization in generational differences is that such differences impact on key work attitudes such as job involvement and organizational commitment. These two variables are a major factor in increasing an organization's workforce efficiency and performance (Rahati, M. et al, 2015). Job involvement has been defined as internalizing values of "goodness and importance of working" among people. It is a subjective condition that makes people devoted and does their best in their work and organizational roles. On the other hand, Organizational Commitment is closely associated with the positive attitude of the employee towards the organization. Committed employees are highly productive. They believe in the organization, its goals, vision, mission, and the leadership team. These employees not only demonstrate high levels of productivity, but they also ensure their colleagues and team member's display the same. These two would not only result in timely presence at work, employees' feeling of success in their job, and a sense of goal attainment and optimism about the organization but also would lead to the belief of congruency between personal and organizational goals. Thus, there is an obvious reason for organizations especially the government agencies to strive to increase their workforce commitment and involvement. Whereas there has been a considerable amount of research conducted on job involvement and organizational commitment there has been little study that systematically assess whether the generational differences significantly affect these two variables. This gap leads the researchers to assess the relationship between the generational diversity and job involvement of government workforce and generational diversity and organizational commitment of government workforce and its significant differences, if any.



2. Statement of The Problem

This study aims to increase the current knowledge of the generational diversity within the government workforce. In a more specific sense, this research tries to better understand two variables, the level of organizational commitment and job involvement of government employees in relation to their respective generations and aims to seek the following objectives.

1. To describe the current composition of generational diversity in government agencies.
2. To describe the level of job involvement of workforce at different generations
3. To describe the level of organizational commitment of the workforce at different generations.
4. To describe if there is a significant difference between the relationship of job involvement and generational diversity.
5. To describe if there is a significant difference between the relationship of organizational commitment and generational diversity.

3. Significance of The Study

The findings on this study would be beneficial to the following:

A. Researchers: This study will be beneficial to the researchers because it will require them to expand their knowledge on the subject matter and, hopefully, provide them with satisfaction in the end as it may be beneficial to many people.

B. Public: This study will benefit the general public as it can be an eyeopener for the agencies to address issues in regard to lack of job involvement and organizational commitment among government employees, if any. Having committed and involved government servants can result in providing a more effective and efficient service to all public constituents.

C. Government Agencies: Through this study agencies can be able to have a new perception and knowledge about employee-organization relationship in the context of generational differences and employee commitment and involvement. This increased understanding may facilitate the design of appropriate strategies and practices to enhance human resource's positive organizational attitudes. There is an additional belief, founded or not, that employees who are more committed and more involved to the organization are more likely to work hard for the organization.

D. Employees: Not only the organizations will benefit from this study, also employees themselves may benefit by which they can understand more of themselves, as well as a way to enlighten each generation on how they can operate and how they can work together for the success of the organization.

E. Future Researchers: Findings in this study can contribute to the future researchers to produce more robust and in-depth research about the subject. This study may be one of the bases that a new theory in learning will arise.



4. RESEARCH METHODOLOGY

This section has been divided into four main sections which include the research design, the survey method, the data collection along with the process and method used for statistical analysis.

4.1 Research Design

Descriptive research method is adapted for this study as it tends to describe situations. The choice for this method was made because descriptive research used to obtain information concerning the current status of the phenomena to describe 'what exists' with respect to variables or conditions in a situation. Data for the study was obtained from both secondary and primary data sources. The primary source of data was obtained from the survey responses of government employees in different sectors while secondary data were obtained from journals, articles, and websites that are relevant in the study.

4.2 Survey Method

For the sake of testing the findings through primary research, a structured questionnaire administered in the English language was used as a tool for data collection. It was designed based on the research question the researcher seeks to answer. It includes a cover letter on the first page explaining the purpose of the research, emphasizing its importance and significance, and encouraging respondents to cooperate. The next page is the questionnaire proper and consisted of the following three sections:

- a.) Questions on socio-demographic, personal and occupational data of the participants such as age, gender, government agency name and address, position at the agency and years of working experience.
- b.) Questions comprising series of statements which represent possible feelings that individuals might have about their jobs (Job involvement)
- c.) Questions comprising a series of statements which represent possible feelings that individuals might have about the company for which they work. (Organization Commitment)

The 20-items questions for the assessment of job involvement were adapted from the scale developed by Lodhal and Kenjer, based on the factor analysis made 10 items in this scale corresponds to the performance self-esteem contingency definition of job involvement and the reliability of this scale as determined by coefficient alpha was .84. On the other hand, A scale developed by Porter, Steers, Mowday, and Boulian was used to measure organizational commitment and consist of 15-items statements. The reliability of this scale as determined by coefficient alpha is reported to .92. These two scales were used because of its reliability and validity and its widespread use and acceptance in conducting research about the subject.

It was used to assess the job involvement and organizational commitment of the government workforce. There are forty-five questions in all and for most of the questions the respondents need to choose the extent of their agreement or disagreement using a Four-Point Likert



ranging from Strongly Agree, Agree, Disagree and Strongly Disagree. This Four-Point Likert scale is basically a forced Likert scale. The reason it is named as such is that the users are forced to form an opinion. There is no safe ‘neutral’ option, thus it was ideally a good scale for the study of the researcher to get specific and straight forward responses.

4.3 Data Collection

The use of an online questionnaire through Google forms is one of the accessible and efficient ways to gather the needed data in conducting the study. Participants were briefed first about the purpose and objectives of the study before sending the questionnaire and taking consent from them. Questionnaires are distributed over the social media accounts and emails of the respondents. Google Forms does not request the name of the respondents to be entered, which means that all of the data entered was kept completely confidential and anonymous. The overall data collection process lasted a total of 3 weeks.

4.4 Statistical Analysis

Description of demographic data like gender, age, education, position and tenure are mentioned in frequency with corresponding percentage (%). The analysis of significant data for the Four-Point Likert Scale is done using a weighted mean to measure the overall responses of the participants. Below table shows the Likert Scale adopted in the study with a corresponding degree for each level of agreement.

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Table1. Likert Scale

Level of Agreement	Degree	Weighted Mean (Range)	Level of Job Involvement/Organizational Commitment (Independent variable)
Strongly Agree	4	3.51 – 4.00	Very High
Agree	3	2.51 – 3.5	High
Disagree	2	1.51 – 2.5	Low
Strongly Disagree	1	1–1.5	Very low

To interpret the four-point scale, each response has a point value, from 1 to 4, based on the number of responses. Values for the options start with “Strongly Agree” at 4 points, “Agree” at 3 points, “Disagree” at 2 points and “Strongly Disagree” at 1 point. On the other hand, as mentioned above, to interpret the data weighted mean is used and it is shown in the below table with corresponding interpretation per specified range of weighted mean. The decision rule was that any of the responses to the items with a weighted mean point of 3.51 -4.00 it signifies a very high level of job involvement/organizational commitment, 2.51 -3.5 high level, 1.51-2.5 low level and 1-1.5



low level of agreement job involvement/organizational commitment as per to the overall response of the participants.

5. RESULTS AND DISCUSSION

The results of the survey conducted are presented below; out of 60 distributed questionnaires online 48 had given voluntary consent and participated in the study. That showed a valid response rate of 80%. The researcher uses tables and graphs to formally present and summarize the data. First part of the survey shows the demographic profile of the participants.

Table 2. Frequency Distribution of Demographi

		Frequency	Percentage
Gender	Male	14	35%
	Female	34	65%
	Total	48	100%
Age/Generation	Less than 25 years old (Generation Z)	12	25%
	26-41 years old (Generation Y)	12	25%
	42-57 years old (Generation X)	12	25%
	58 - 65 years old (Baby Boomers)	12	25%
	Total	48	100%
	Masteral Degree	7	15%
	Bachelor Degree	38	79%
	High School Graduate	3	6%
	Total	48	100%
Government Sector	NGA-National Government	13	27%
	LGU-Local Government Units	5	10%
	SUC-State Universities and Colleges	23	48%
	GOCC-Government Owned and Controlled Corporations	2	4%
	Others	5	10%
	Total	48	100%
Length of Service in the Current Agency	Less than 1 year	6	13%
	1-5 years	17	35%
	5-10 years	25	52%
	Total	48	100%
Job Status	Permanent	27	56%
	Contractual	11	23%



	Job order	10	21%
	Total	48	100%
Position	Administrative Officer	25	53%
	Administrative Assistant	10	21%
	Administrative Aide	4	8%

	Others	5	10%
	Total	48	100%

The table 2 shows the summary of demographic profile of the participants. 65% of them are Female and 35% are male. Researchers took an equal number (12) of participants for each generation. 48% of the participants are from the SUCs, 27% from NGAs, 10% from LGUs, 4% from GOCCs and the remaining 10% are from other government sectors. For educational attainment most of them are bachelor degree holders (79%) and have a position of Administrative Officer (53%) at their Agency. With regards to years of experience, most are in service for 5-10 years (52%).

Table 3. Summary Results among Generational Diversity in the Government Workforce as per Level of Job Involvement

Generations	Ave. Score	Weighted Mean	Level of Job Involvement
Generation Z	66	3.30	High
Generation Y	55	2.75	High
Generation X	47	2.35	Low
Baby Boomers	38	1.9	Low

As shown in table 3, the mean responses are categorized according to their generation. From the data gathered Generation Z, with weighted mean of 3.30, and Generation Y, with weighted mean of 2.75, shows high level of job involvement while Generation X, with weighted mean of 2.35 and Baby boomers, with weighted mean of 1.90, shows low level of job involvement. For younger generations, since they are in the phase of high competition among co-workers, learning, exploring and currently in the peak of achieving their ambitions showed more importance in doing their work. Which indicates that satisfaction from greatly comes from their career achievement and involvement. Also, they likely see a person pretty on how good he does in his/her job. On the contrary, for the older generation, Generation X and Baby boomers, the reason for their low involvement towards job is that they have had tons of responsibilities throughout their career proving themselves does not really matter



since they are old and believe to have enough experience. Moreover, for them there is so much things in life important than job they want to devote their time and energy more on their current responsibilities to parenting and family relationships.

Table 4. Summary Results among Generational Diversity in the Government Workforce as per Level of Organizational Commitment

Generations	Ave. Score	Weighted Mean	Level of Organizational Commitment
Generation Z	37	2.46	Low
Generation Y	43	2.86	High
Generation X	56	3.73	Very High
Baby Boomers	55	3.66	Very High

shown in table 4, Generation X has the highest mean of 3.73 which indicates that among other generations they are the most committed employees followed by Baby boomers with 3.66 weighted mean, Generation Y, 2.86 weighted mean, and Generation Z, 2.46 weighted mean. Thus, organizational commitment levels are greater among employees in old generations than among the younger counterparts. Generation X and Baby boomers show greater emotional attachment and loyalty in the organization due to the lot of experiences and length of years they spent. It is characterized by their acceptance towards organizational values and their willingness to remain within the organization.

Younger generations are less committed because for them they have many more years for their career to explore. When there is a quick job change that may bring instant gratification, more pay and better perks for them they will leave the organization instantly. On the other hand, older workers tend to be more contented in the organization where they belong and are willing to spend long years of their career. This is consistent with the literature, "At work, older individuals report more positive organizational attitudes, experience fewer negative emotions, and describe their commitment more favorably than their younger generations do (N. Kim & Kang, 2017; Luchman, Kaplan, & Dalal, 2012). Generation Z have a reputation for job-hopping. Unattached to organizations and institutions, people from this generation are said to move freely from company to company, more so than any other generation.

6. CONCLUSION

This current research has an important implication for government institutions specially for the human resource management that deals with the challenge of managing diverse generations at the workplace. The phrase "generational disparities" implies that a group of individuals share traditions and cultures that are distinct from those of other generations, which will result in behavioural variances (Arsenault, 2004). Based on the findings of this study it led to the following conclusions: First, Generation Z and Generation Y found to have high involvement on job while Generation X and Baby boomers have low job involvement. Second, in terms of Organizational Commitment, Baby boomers and Generation X shows very high level, Generation Y high level and generation Z low level of commitment. And



third, the relationship between Job involvement and Organizational commitment shows negative correlation with each other in terms of generational diversity.

The younger generations' workforce not putting enough commitment and older generations being not involved in their jobs as compared to other generations is a big miss for organizations. Implications of these may possibly negatively affect the productivity and effectiveness of one organization. Younger generations may possibly be highly committed to the organizations, but organizations aren't giving them compelling reasons to commit fully. As observe, most of the government employee from generation Z are not holding permanent positions, no benefits and no security at all thus, when they see better opportunity outside, they have every incentive to take it, the reality is that they just want a job that feels worthwhile -- and they will keep looking until they find it. In contrast, the lack of involvement of older generations may seem to be due to a lack of feeling undervalued in organization. Although they are committed, most of them resist developing more of their skills and let other workers at a young age do it for them.

Recommendation

The Job involvement and Organizational Commitment are just two of the most important factors that may contribute to the success of the organization and it offers several potential areas for more future research. This research study has several limitations to be considered. The sample was selected only from a limited number of government employees from different organizations at different positions within the perimeter of the researchers due to time and resources constraints. So, researchers cannot rule out the possibility that the differences observed among different generations might be affected by the kind of organization and what position the individual is in. In other words, employees in the study might have reacted differently because they were into different organizations and were in different positions. Thus, researchers suggests that future studies should consider expanding the insights to employees at a common agency sector with same organizational hierarchy from different generations should be considered in future studies in order to obtain a more reliable and overall generalization of the variables. Consequently, Collection of data through an interview rather than a survey form can also be used, this is because interviews may add an inner perspective towards the questions asked and could clarify any doubt and inconsistencies. Moreover, after rigorous review of the literature and the conduct of this study, the researcher proposes the following areas for further research to enhance understanding about generational diversity at workforce:

Impact of generational differences at Government Industry in terms of different factors (relationships; productivity; culture etc.)

1. Workplace challenges due to generational diversity
2. Assessing the Preferred Leadership Style of each generation at workplace

Moreover, the researches' hopes that this study can provide a basis for further research in the areas mentioned above and will contribute towards a better understanding of different generations in the workforce. Researchers recommend that the government institutions must develop more appropriate workplace policies and right structure to support people of all generations. Management styles that acknowledge the distinctions and enable different



generational groups to work well together are encouraged. Some of the suggested programs and activities recommended by the researchers that may consider by different agencies include the following: provide a better opportunity for younger generations by providing more security and permanent positions within government agencies, provide more learning and development trainings that enhances technological flexibility of older generations, different holistic training programs, teams that bring together different generations, creating opportunities for cooperative relationships, fair task contributions, suitable rewards/incentive and punishment program and more useful basis for merit and promotions. Also, as suggests agencies should eliminate age biases and discrimination and generation stereotypes rather recognize that work values and behaviours of any type of diversity and generational difference in the workplace may bring benefits to the whole organization if handled correctly and sensitively.

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