

IS GEN Z REALLY THAT BAD? AN ASSESSMENT OF THEIR ORGANIZATIONAL COMMITMENT

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[dx.doi.org/10.18374/JABE-24-4.5](https://doi.org/10.18374/JABE-24-4.5)

ABSTRACT

Generation Z has been considered the text-addicted generation, and more interested in social media than in work commitment. This study investigates the myths versus the realities. With Generation Z (Gen Z) rapidly entering the workforce in recent years, understanding their organizational commitment is crucial for effective management and retention strategies.

Based on Generational Cohort Theory to compare Gen Z with the previous cohorts, this study examines how core self-evaluation (CSE) and career/work values influence Gen Z's normative commitment. Data were collected from 384 respondents in the U.S., measuring organizational commitment, CSE, and career values in a two-waved survey. Our findings reflect that CSE positively related to normative commitment in general, while the effect is weaker in Gen Z group than in the non-Gen Z group. Career values also show generational differences as Gen Z's career value has a weaker positive impact on normative commitment. This study sheds light on how organizations tailor their strategies to fulfill the unique needs of Gen Z, fostering a more engaged and committed workforce.

Keywords: Generation Z, Generational Cohort Theory, Organizational Commitment, Normative Commitment, Core Self-Evaluation, Career Value

“Nothing so dates a man as to decry the younger generation.”

– Adlai E. Stevenson

1. INTRODUCTION

Based on anecdotal evidence, older employees and business managers have become concerned that Gen Z may be self-absorbed and uncommitted to work. Understanding organizational commitment is crucial for organizations aiming to enhance employee retention and loyalty. Organizational Commitment (OC) is defined as an employee's degree of emotional allegiance toward, and sense of obligation to, an organization and its strategies.

Firm leadership is generally interested in understanding the antecedents or conditions that lead to OC, since it is believed to enhance a firm's performance (Yu, Yett, Barness, uang, 2019). Specifically, employee commitment to organizations is important since it is an expression of satisfaction, which in turn can yield greater productivity, increase innovative inclinations, and lower employee turnover (Cf. Muhamad, et al., 2023).

However, while OC may be crucial to the level of a firm's success, understanding its antecedents can be an elusive objective. The challenge to fulfilling the objective is further complicated by the reality that work-related values and expectations can be a moving target, in that they can change with each new age group