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## Organizational Commitment in the Assessment of Employees of Different Generations: A Research Study

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Submitted 15/07/23, 1st revision 10/08/23, 2nd revision 01/09/23, accepted 30/09/23

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### **Abstract:**

**Purpose:** The article aims at presenting results of the original empirical research on the diagnosis of the relationship between the level of organizational commitment of employees and their generational affiliation.

**Design/Methodology/Approach:** Research was carried out in the form of literature studies and empirical research, using quantitative methods. The survey involved 588 persons working in Polish organizations, belonging to four generations: Late Boomers, Generation X, Generation Y and Generation Z. Employees' age is an important variable determining the level of organizational commitment.

**Findings:** Taking into account generational differences, empirical research shows a high level of organizational commitment in all three of its components declared by the respondents involved. It was also found that organizational commitment varied depending on its type and the generation to which the respondents belonged.

**Practical Implications:** Due to the benefits implied by a high level of employee commitment for the organization, this issue is important for science and managerial staff. For the leaders of organizations, the results of the conducted study may indicate the directions for increasing organizational commitment, taking into account generational diversity.

**Originality/value:** The level of organizational commitment was identified in three components: affective commitment, continuance commitment and normative commitment in the context of employees' generational affiliation. The collected factual material fills the epistemological gap identified as a result of the studies of Polish and foreign literature on the discussed issues.

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**Keywords:** *Organizational commitment, affective commitment, continuance commitment, normative commitment, generation, generation diversity.*

**JEL codes:** *J24, M12, M14.*

**Paper type:** *Research article.*

## **1. Introduction**

The constant interest of researchers in the field of management and quality sciences in the issue of employee organizational commitment results from the civilization changes observed in the 21<sup>st</sup> century. The currently identified trend of poor ties between the employee and the organization and the resulting numerous departures from work, referred to as The Great Resignation, shaped in the wake of the COVID-19 pandemic (Hopkins and Figaro, 2021), raises significant concern.

According to the results of the international research conducted in the conditions of the pandemic reality by Microsoft (Report, The Great Resignation, 2022), as many as 41% of employees are considering leaving their jobs.

High volatility, complexity and uncertainty of the functioning conditions of modern organizations cause a noticeable instability in the level of employee commitment. All of it encourages researchers to search for answers to what determines the behaviour of employees of different ages, how to attract and retain them as well as how to ensure their strong organizational commitment (Azzam and Harsono, 2021; Yu and Li, 2022).

Organizational commitment is a factor determining the success of an organization, and representatives of different generations, their personality traits, differences in the approach to work, the shape of interpersonal relationships and career modelling have a significant impact on the course of business processes taking place in organizations. Understanding the essence of organizational commitment, its typology and role is a key issue in the process of effective people management in modern organizations.

Organizational commitment makes it possible to understand the diversity of behaviour of people in the organization, which allows for better use of human resources (Adamska-Chudzińska, 2015, p. 46).

Researchers in the field of organizational commitment indicate that it is a factor conducive to achieving high quality and effectiveness of action (Tolentino, 2013, p. 51), influencing the increase in productivity and work results, acceptance of changes, shaping productivity (Wołowska, 2013), innovation, creativity, affecting the course of the learning process (Xanthopoulou *et al.*, 2009, pp. 183-200).

A high level of organizational commitment improves employee retention, employee satisfaction (Dharmanegara, *et al.*, 2016, pp. 41-50), loyalty and a sense of security as well as knowledge sharing (Hislop, 2002).

The nature of people and the characteristics of their behaviour play a significant role in business, being a key determinant of the effectiveness of achieving the organization's goals. An important place in this process is taken by knowing skills, interests and life priorities of each employee and matching them to the needs of the organization (Wziątek-Staško, 2012, p. 86). Exploration of the above issues becomes particularly interesting, taking into account the age of the employees. Each generation currently functioning in the labour market has grown and developed in different economic and social circumstances.

This fact shaped (and is still shaping) interests, skills, experiences, and preferences of employees and their attitudes towards work (Wziątek-Staško and Michalik, 2019, p. 38). An interesting research problem, being a theoretical knowledge gap, is how those changes affected the level of commitment of employees of different ages.

The topic of employee involvement in the context of their generational affiliation is poorly explored by researchers. According to (Sagituly and Ghuo, 2023): "substantial difference was discovered among the two generations of workers, with extrinsic job satisfaction found to be positively associated with commitment among Generation X and intrinsic job satisfaction strongly encouraging commitment among Generation Y", among workers in Kazakhstan. Mahoney (2015) particularly explored the relationship between organizational commitment and employee development between Generation X and Generation Y employees.

Substantial research has indicated that Generation Y employees are generally less affectively committed to their employers than previous generations. Moreover, Generation X employees who found professional development to be important had greater affective and normative commitment than Generation Y employees. Research on the subject was also conducted by researchers from Sri Lanka.

According to Uresha and Kottawatta (2020), there are no any differences of organizational commitment between the Generation X and Generation Y employees in this sample explored by them. The same conclusion has been presented by Bozat (2021). Data in his case has been collected from all of the members of the vocational school in Turkey through survey, using the revised Meyer and Allen Organisational Commitment Scale. None of the above-mentioned researchers took into account representatives of Generation Z.

The ability to manage multi-generational teams is a big challenge for modern managers and one of their important competencies in the modern world. Knowledge of employees' attitudes with regard to organizational commitment is a valuable source of data necessary in the process of optimizing the level of management

effectiveness. The aim of this article is to draw the attention of both theoreticians and business practitioners to how organizational commitment is perceived by representatives of different generations of employees.

## 2. Literature Review and Research Hypotheses Development

### 2.1 Organizational Commitment

Organizational commitment is an important factor in the process of creating organizational success (Wziątek-Staško *et al.*, 2019). Due to the fact that organizational commitment allows for understanding the diversity of behaviour of people in the organization, knowledge of its types and levels is crucial for managers who recognize the priority of human resources over other resources of a given organization (Adamska-Chudzińska, 2015, p. 46; Norena, 2020).

Organizational commitment is a complex concept that depends on many different factors (Jaramillo *et al.*, 2005; Lee-Kelley *et al.*, 2007; Smith and Rupp, 2002). The literature on the subject indicates that organizational commitment is a way to improve organizational performance and results (Wagner and Harter, 2006; Rafiei *et al.*, 2014), improve customer service (Nwulu *et al.*, 2019; Paulin *et al.*, 2006), shape organizational innovation (Ming and Jing, 2010; Serna *et al.*, 2018), reduce absenteeism and the number of illnesses of employees (Woods *et al.*, 2012; Somers, 1995), increase their loyalty to the employer (Suresh and Mahalingam, 2018; Smarżewska, 2019) as well as to enhance employees' creativity and identification with the goals of the organization (Balay, 2007; Hou *et al.*, 2011), improve the level of learning of employees and the organization and knowledge sharing (Hislop, 2002).

In research, organizational commitment was linked with job satisfaction (Westover *et al.*, 2010; Jung *et al.*, 2015; Ahmad, 2018), employee productivity (Razzaq *et al.*, 2018; Chatzoudes *et al.*, 2015; Kashefi *et al.*, 2013), intention to leave the organization (Nazir *et al.*, 2016; Cho and Huang, 2012; Loi *et al.*, 2006) and transformational leadership (Joo *et al.*, 2012; Stinglhamber *et al.*, 2015; Peachey *et al.*, 2014; Norena and Thalassinou, 2022a; 2022b).

Other variables associated with organizational commitment focus on organizational climate and culture (Malik and Garg, 2017), ethical climate (Mohamed *et al.*, 2020; Lee *et al.*, 2018), organizational justice (Imamoglu *et al.*, 2019; Deressa *et al.*, 2022), trust (Baştug, 2016; Celep and Yilmazturk, 2012), professional burnout (Sarisik *et al.*, 2019; Enginyurt *et al.*, 2015), corporate social responsibility (Turker, 2009; Brammer *et al.*, 2007) and organizational behaviours (Devece *et al.*, 2016).

The development and progress in research on organizational commitment enabled to define organizational commitment as a multidimensional concept (Adamska-Chudzińska, 2015, p. 46). The currently leading (Ghosh and Swamy, 2014, p. 5;

Cohen, 2007, p. 337) multidimensional approach is the concept developed by Meyer and Allen (1991).

According to the authors, organizational commitment reflects at least three mental states that correspond to other behaviours at work: (1) affective commitment to the organization, (2) perceived costs of leaving the organization, and (3) the obligation to stay in the organization. On the basis of the above categories, components of organizational commitment were distinguished.

Initially, in 1984, researchers proposed two dimensions of organizational commitment: affective commitment and continuance commitment (Meyer and Allen, 1984), and in 1990, they developed their concept with a normative dimension – normative commitment (Allen and Meyer, 1990). Affective commitment is recognized as an employee's emotional attachment to the organization.

It is also the extent to which the employee feels the need to take action within the organization and expresses an emotional and positive attitude towards it.

Continuance commitment is a result of the perceived costs of leaving the organization. In practice, this means that the employee performs tasks that are assigned to their job due to possible costs associated with the cessation of a given activity. Normative commitment, on the other hand, refers to social norms determining employees' sense of commitment and the level of loyalty to a given organization (Demirel and Goc, 2013), reflects the degree of their dedication to the organization and is related to applicable social norms (Łochnicka, 2015, p. 319).

Organizational commitment is therefore a multidimensional concept, including the identification of an individual with the goals and values of the organization, the desire to belong to the organization and readiness to act to achieve its goals through a sense of loyalty to the organization (Wziątek-Staśko *et al.*, 2022, p.46).

## **2.2 Generation Diversity**

The labour market of the third decade of the 21<sup>st</sup> century is faced not only with human individuality, but also with the generational diversity of employees (Bencsik *et al.*, 2016, pp. 90-91; Wziątek-Staśko, 2015, pp. 49-50; Smolbik-Jeczmiń, 2013, p. 228). Differences in the approach to work and career between representatives of different generations, their personality traits and professed values have a significant impact on the processes taking place in organizations and affect selection of appropriate management tools and practices.

A generation is an identifiable group of people who share a similar time of birth and significant life events at critical stages of development (Macky *et al.*, 2008). Growing up in a specific period of time determines acquisition of specific personality traits, shapes values and approaches to work and motivation

(Moczydłowska, 2018), which distinguishes generations that grew up in different years. A generation is made up of people born and living at the same time as well as having common experiences shaped by the society to which they belong (Giddens and Sutton, 2012).

The most frequently quoted definitions of generations of employees in the literature refer to Baby Boomers, and Generations X, Y and Z (Żarczyńska-Dobiesz and Chomątowska, 2014, p. 405; Aniszewska, 2015, p. 3; Hysa, 2016, p. 386; Jagoda, 2016, p. 212). Wziątek-Staško (2015, p. 50) goes a step further in her studies, distinguishing the following generations: Silent Generation (born in the 1930s); Early Baby Boomers (born between 1946-1955), Late Boomers (born between 1956-1965), Generation X (1966-1975) and Generation Y/Millennials (1976-1995).

On the other hand, employees currently entering the labour market belong to Generation Z, also known as Post-Millennials. It is assumed that those are people born after 1995 (Cilliers, 2017, pp. 189-190; Dolot, 2018, p. 44). Based on the above approach to the differentiation of employee generations, it can be assumed that employees in Poland belong predominantly to four generations: Late Boomers, Generation X, Generation Y and Generation Z.

Currently, the oldest generation in the labour market is the Late Boomers, who have a stable life, an established professional position, and the main values for them include respect for authorities, solidarity, loyalty and compliance with the rules (Para, 2015, p. 95).

Generation X are mature people who have been in the labour market for many years, characterized by the most ambivalent attitude towards the existing order (Para, 2015, p. 95), but on the other hand, having their strengths to offer their co-workers the following: extensive knowledge and experience, sharing knowledge, which results from the need to be recognised as an expert, life experience, peace and stability, patience and regularity, commitment to work and respect for it, responsibility and availability (Wziątek-Staško, 2015, pp. 51-52).

Although in 2001, Prensky described employees of older generations as Digital immigrants, he did not deny their ability to adapt to the new environment (Prensky, 2001, p. 2). Generation Y is characterized by flexibility, mobility and creativity. People of this generation are open to new challenges, they are dynamic, they absorb knowledge quickly and do not acquire habits.

Therefore, it is easier for them to focus on new courses of action, and they are focused on development of their careers (Wziątek-Staško, 2015, p. 51). Prensky called this generation Digital natives. They have been surrounded by digital technologies since their very birth, which results in a change in their thinking patterns (Prensky, 2001, p. 1).

Although Generation Z is a generation that shares characteristics with Generation Y, they have their own patterns of behaviour (Scotch, 2019, p. 5). This is the generation that is most achievement-oriented, well-educated and growing up in economic prosperity (Scotch, 2019, p. 5). Generation Z employees find work-life balance important (Waworuntu *et al.*, 2022) both at the beginning of their professional career and in the course of their careers. Stabilization at work is achieved through personal fulfilment (Barhate and Dirani, 2021, p. 14), while their models are people who have achieved success (Fodor *et al.*, 2018).

Generationality is a factor that arouses researchers' interest all over the world. The relevant research was conducted in the context of knowledge sharing (Brčić and Mihelič, 2015; Vorakulpipat and Rezgui, 2006; Zahra *et al.*, 2007), job satisfaction (Cucina *et al.*, 2018, Garcia *et al.*, 2019; Young *et al.*, 2013), employees' attitude to work (Twenge, 2010; Kowske *et al.*, 2010, Constanza *et al.*, 2012) and organizational commitment of generations X and Y (Sagituly and Guo, 2023; Mahoney, 2015; Uresha and Kottawatta, 2020; Bozat, 2021).

Generationality appears to be a moderating factor in research on decision-making strategies (Tutar *et al.*, 2022; Tsai *et al.*, 2018; Thangavel *et al.*, 2022), organizational culture (Eversole *et al.*, 2012; Cherchem, 2017; Torsello, 2019) or impact on customer satisfaction (Uyoga and Korir, 2020; Naz *et al.*, 2023, Wahyuningsih *et al.*, 2022, Chuah *et al.*, 2017).

From the point of view of the modern labour market, the name of the generation to which individual employees belong is not important. Features that are attributed to individual employees and what consequences this has does count however (Wziątek-Staško, 2016, p. 50). This does not exclude cooperation of employees of different generations to achieve a common goal, which largely results from good use of energy and their talents (Wziątek-Staško, 2012, p. 83).

Diversity of employees is a factor that opens up a number of fields of scientific exploration. As emphasized before, the relationship identified between organizational commitment and the age of employees is poorly recognized by international researchers. This fact became some inspiration to undertake the research in this area and to put forward the following research hypotheses:

*H1: Generational affiliation of employees differentiates the level of their affective commitment.*

*H2: Generational affiliation of employees differentiates the level of their continuance commitment.*

*H3: Generational affiliation of employees differentiates the level of their normative commitment.*

*H4: Generational affiliation of employees differentiates the level of their organizational commitment.*

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### **3. Research Methodology and Dataset**

Empirical research was carried out using surveys. Their goal was to collect data that were answers to questions asking for opinions. The questions were formulated, giving the opportunity to refer to the statements “I disagree”, “I rather disagree”, “I have no opinion”, “I rather agree”, “I agree”. In the process of collecting survey data, a survey questionnaire was used. It was made available via e-mail in a Google form and then it was delivered in a traditional way, in a paper version) during meetings with respondents. The questions contained in the online and paper versions of the questionnaire did not differ. The online version of the questionnaire was protected against interference with the content by setting the form in the “send the form” version.

The research tool used in quantitative research involved a questionnaire. The introduction to the questionnaire contained a request to participate in the research and instructions on how to complete the questionnaire. The first part of the questionnaire concerned the data characterizing the respondents, the second part focused on statements regarding organizational commitment, broken down into affective, continuance and normative commitment. Each component of organizational commitment contained eight statements, making a total of twenty-four questions.

The validation of the constructed survey questionnaire was carried out using the Delphi method. The research mechanism using the Delphi method is based on four pillars and includes: “...(1) a group of experts, deliberately selected because of their specialized knowledge related to the topic under study, (2) a process of multiple interactions, thanks to which expert opinions are discovered and unanimity is achieved, (3) feedback applied to participants, the purpose of which is mutual interaction and reflection, (4) opinions generated by experts that contribute to solving the problem or predicting the future” (Matejun, 2012, pp. 173-182).

The research showed that some of the statements turned out to be incomprehensible, especially the ones with reversed values. After receiving the feedback, some of the statements contained in the questionnaire were modified and clarified to make them more transparent and understandable for employees. The experts were then again asked to express their opinion on the statements contained in the survey questionnaire.

After the survey questionnaire was accepted by the experts in terms of its readability, survey research was undertaken. The selection of the surveyed people was purposive (Miszczak and Walasek, 2013, pp. 100-103). It consisted of selecting units for the sample in accordance with the principles of availability and diversity.



#### **4. Results and Analysis – Organizational Commitment and Generational Affiliation of Employees**

The quantitative research involved 588 respondents, 483 women (82.1%) and 105 men (17.9%). The age of the respondents is as follows: 10.2% are employees aged 20-30, i.e. Generation Z, 28.1% employees aged 31-40, belonging to Generation Y. The largest group is represented by people aged 41-50, 20.9% are respondents aged 51-60, i.e. employees from the Generation X, while 4.6% are employees aged over 60, i.e. people who can be classified as Late Boomers.

Data from 588 survey questionnaires on organizational commitment allowed for a statistical analysis of regularities within organizational commitment, taking into account its three components: affective, continuance and normative commitment. The following measures of descriptive statistics were used to analyse the collected data: mean value, standard deviation, minimum value, maximum value, Kolmogorov-Smirnov test value and statistical significance (Table 1).

**Table 1.** *Descriptive statistics for organizational commitment*

<b>Variables</b>	<b><i>M</i></b>	<b><i>SD</i></b>	<b><i>min</i></b>	<b><i>max</i></b>	<b><i>Z</i></b>	<b><i>p</i></b>
Affective commitment	28.78	6.93	8	40	1.92	0.001
Continuance commitment	26.15	5.22	10	38	1.65	0.008
Normative commitment	23.78	4.44	12	36	1.46	0.028
Organizational commitment generally	78.71	13.14	38	109	1.53	0.018

**Note:** *M* – mean value; *SD* – standard deviation; *min* – minimum value; *max* – maximum value; *Z* – value of the Kolmogorov-Smirnov test; *p* – statistical significance.

**Source:** *Own calculations based on the research results.*

In order to verify the research hypotheses, the respondents' answers to the survey questions regarding organizational commitment in the context of belonging to a given generation of employees were analysed. In terms of affective commitment, the results are presented in Table 2.

**Table 2.** *Affective commitment among generations*

<b>Affective commitment</b>	<b>Late Boomers</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
I would be happy if I spent the rest of my professional career at this organization	4.22	4.13	3.89	3.7
I like to talk about the organization where I work with people from outside	3.85	3.76	3.73	4.1
I really feel the problems of the organization where I work as my own	4.22	3.97	3.66	3.8
I think I could easily become attached to another	3.41	3.35	3.65	3.57

<b>Affective commitment</b>	<b>Late Boomers</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
organization as much as I am attached to my current organization				
In the organization I work for, I feel like “a part of the family”	4.15	3.85	3.67	3.81
I feel emotionally connected with the organization I work for	4.44	4.12	3.85	3.88
The organization I work for is of great personal importance to me	4.37	4.03	3.91	3.93
I have a strong sense of belonging to the organization I work for	4.44	4.06	3.85	3.87
<b>Affective commitment generally</b>	4.13	3.9	3.77	3.83

*Source: Own calculations based on research results.*

The results show that most of those responses are above average. The highest average is observed in responses regarding affective commitment among employees belonging to the Late Boomers generation (4.13).

In this case, the highest score was obtained in responses to the following statements: “I feel emotionally connected with the organization I work for” and “I have a strong sense of belonging to the organization I work for”. The average value in this case is 4.44.

For employees from the Late Boomers generation, the organization is of great personal importance (4.37), and they perceive the problems of the organization as their own (4.22). Late Boomers would have the biggest problem with attachment to another organization (3.41).

For Generation X, the total affective commitment has an average value of 3.9. This still proves a high level of affective commitment. Generation X employees also feel the most emotionally attached to the organization they work for (4.12) and they have a high sense of belonging to their organization (4.06). As in the case of the Late Boomers, it will not be easy for them to become attached to another organization (3.35).

For Generation Y, the average value of affective commitment is 3.77, which confirms a relatively high level of affective commitment, while this value is the lowest among the four generations discussed. Employees Y feel emotionally attached to the organization they work for (3.85), while they are able to become attached to another organization more easily (3.65).

The analysis of the above data confirms that the generational affiliation of employees differentiates the level of their affective commitment. The average response rate is the highest for the Late Boomers generation (4.13), then for the youngest Generation Z (3.83), while for employees of generations X and Y it is still high (3.9 and 3.77). This proves the high affective commitment of all generations of employees. Hypothesis 1 was thus confirmed.

The respondents' answers to the survey questions with regard to the continuance commitment are reflected in Table 3.

**Table 3.** *Continuance commitment among generations*

<b>Continuance commitment</b>	Late Boomers	X	Y	Z
I am not concerned about what may happen if I leave my job with no other job opportunity	3.22	3.12	3.21	3.2
It would be very difficult for me to leave the organization I work for right now, even if I wanted to	3.37	3.85	3.5	3.69
There would be too many disturbances in my life if I decided that I want to leave the organization I work for now	3.26	3.77	3.56	3.5
Quitting the organization I work for would not be too costly for me	3.0	3.06	3.08	3.62
Working for the organization I work for now is a matter of both necessity and willingness for me	3.78	3.94	3.81	3.68
I feel I have too few other options to consider leaving the organization I work for	3.22	3.26	3.1	3.12
One of the serious consequences of leaving the organization I work for would be the lack of available employment opportunities	3.48	3.37	3.21	3.07
One of the main reasons for my work for this organization is that leaving it would require a significant personal commitment, another organization may not offer the benefits that I have today	3.44	3.41	3.26	3.07
<b>Continuance commitment generally</b>	3.35	3.47	3.34	3.37

*Source: Own calculations based on research results.*

In the case of continuance commitment, the obtained results are characterized by the smallest variation in terms of the answers provided by the respondents. The analysis of the results does not clearly indicate the need for the employee to remain in the organization. The responses of employees of all the discussed generations show attachment to the organization due to concerns about the lack of employment opportunities when leaving the current job. Generation X employees indicate that their lives would be too disrupted if they decided to leave the organization they work for.

Employees of all generations mostly declare that working in the organization they work for now is a matter of both necessity and willingness for them. A significant difference in the respondents' answers can be seen in the case of the following statement: "Quitting the organization I work for would not be too costly for me". For the Late Boomers, generations X and Y, the average score ranges from 3.0 to 3.08, while for the Generation Z, the average score is 3.62, which proves that the the oldest generation of employees values their work most and they want to keep it because of the cost.

In the light of the above data analysis, it can be concluded that although the respondents are not afraid of changing their place of employment, the benefits they currently obtain and the stability that comes from working for the company encourage them to stay in their organization. The obtained results indicate a high level of continuance commitment, however, slight differences in the results of the analysis of responses do not allow for unequivocal confirmation of hypothesis 2: The generational affiliation of employees differentiates the level of their continuance commitment.

Normative commitment, as a component indicating a sense of commitment and loyalty to one's organization, is another element of the quantitative analysis of empirical data (Table 4).

**Table 4.** Normative commitment and generations

Normative commitment	Late Boomers	X	Y	Z
I think people are changing organizations too often these days	3.22	3.31	3.16	3.25
I believe that a person must always be loyal to the organization in which they work	3.85	3.9	3.55	3.5
Changing organizations does not seem ethical to me	3.33	3.31	2.84	3.08
One of the main reasons I still work for this organization is because I believe in the importance of loyalty, giving me a moral obligation to stay there	3.56	3.41	3.34	2.93
If I were offered a better job for another organization, I don't think it would be appropriate to leave the organization I work for	3.37	3.23	3.2	3.18
I was taught to believe in the value of being loyal to one organization	3.37	3.36	2.98	3.15
It used to be better when people stayed at the same organization throughout their careers	3.37	3.48	3.2	3.05
I don't think it's still sane to want to be a "man of organization"	3.67	3.42	3.28	3.5
<b>Normative commitment generally</b>	3.47	3.43	3.19	3.21

*Source:* Own calculations based on research results.

For this component of organizational commitment, the most middle answers were observed (I have no opinion), although in each statement, for each generation, the average value of the answers exceeded the middle value, i.e., 2.5. The highest rate was observed for the Late Boomers and Generation X in relation to the following statement: "I believe that a person must always be loyal to the organization they work for" (3.85 and 3.9).

This proves a high sense of loyalty to the organization. On the other hand, the lowest results were observed for the statements: "Changing organizations does not seem ethical to me" for Generation Y, which indicates that Millennials do not see a problem in changing jobs. Generation Z does not combine loyalty with a sense of duty. For the statement: "One of the main reasons I still work for this organization is because I believe in the importance of loyalty, giving me a moral obligation to stay there", the average response is 2.93.

An average score below 3 was also obtained by the following statement: "I was taught to believe in the value of being loyal to one organization" for Generation Y (2.98), which means that loyalty to the current organization is not a priority for them. The highest level of continuance commitment is shown by Late Boomers (3.47), followed by Generation X with an average of 3.43, which is characterized by a high level of continuance commitment, while the younger Generations Y and Z show continuance commitment at the level of 3.21 and 3.19. Hypothesis 3, Employees' generational affiliation differentiates the level of their normative commitment, was therefore confirmed.

The general level of organizational commitment among the respondents can be considered high, as, on a 5-point scale, the average of all respondents' answers was 3.91 for affective commitment, 3.38 for continuation commitment and 3.33 for normative commitment.

**Table 5.** *Organizational commitment and generations*

<b>Organizational commitment</b>	Late Boomers	X	Y	Z
Affective commitment	4.13	3.9	3.77	3.83
Continuance commitment	3.35	3.47	3.34	3.37
Normative commitment	3.47	3.43	3.19	3.21
<b>Organizational commitment generally</b>	3.65	3.6	3.43	3.47

*Source:* Own calculations based on research results.

On the other hand, based on statistical calculations, it can be assumed that the hypothesis H4: The generational affiliation of employees differentiates the level of their organizational commitment, is confirmed. Employees from the Late Boomers and Generation X generations are characterized by the highest level of

organizational commitment. A slightly lower level of organizational commitment is shown by employees of the younger generations, i.e. Y and Z, with the youngest generation of employees being, according to the results of empirical research, more organizationally committed than Millennials.

## 5. Conclusion and Directions of Future Research

Employee commitment is equated with employee loyalty, job satisfaction, motivation, and relationships between members of the organization. The currently identified trend of poor ties between the employee and the organization and the resulting numerous departures from work, referred to as The Great Resignation, shaped in the wake of the COVID-19 pandemic (Hopkins and Figaro, 2021), raises significant concern.

According to the results of the international research conducted in the conditions of the pandemic reality by Microsoft (Report, The Great Resignation, 2022), as many as 41% of employees are considering leaving their jobs. High volatility, complexity and uncertainty of the functioning conditions of modern organizations cause a noticeable instability in the level of employee commitment.

The results of this study lead to several conclusions. *First*, they show how affective, continuance and normative commitment are distributed by strength. Affective commitment is at the highest level, which proves the sense of community and emotional bond with the organization as well as well-being in the workplace.

The level of continuance commitment, which proves attachment to the organization due to the possibility of losing existing benefits and the lack of employment alternatives, is slightly lower than affective commitment. This is due to the greatest diversity of respondents' answers. The reason for this state of affairs seems interesting for further exploration.

On the other hand, the level of normative commitment related to work ethics, loyalty and a sense of moral duty towards the organization was at the lowest level (among all respondents). It can be observed that employees are loyal and devoted to the organization they currently work for, but this does not prevent them from changing their current employment.

*Second*, although employees' generational affiliation determined their level of affective commitment (H1) and normative commitment (H1), a more significant differentiation was not observed in the case of continuance commitment (H2). For the time being, the benefits and the lack of employment opportunities seem to encourage representatives of all generations to stay with the organization, but the representatives of Generation Y and Z demonstrate somewhat more optimism regarding a new workplace.

In addition, although employees of these generations feel committed, belonging to a particular organization is less important to them than to respondents of older generations. This is an important signal for organizations' managers, human resources specialists, encouraging them to flexibly consider the relationship of different generations to the workplace and to prepare for the upcoming changes related to the increasing numbers of representatives of younger generations, joining organizations.

The topic of employee involvement in the context of their generational affiliation is poorly explored by researchers. According to Sagituly and Ghuo (2023), "substantial difference was discovered among the two generations of workers, with extrinsic job satisfaction found to be positively associated with commitment among Generation X and intrinsic job satisfaction strongly encouraging commitment among Generation Y" among workers in Kazakhstan.

Mahoney (2015) particularly explored the relationship between organizational commitment and employee development between Generation X and Generation Y employees. Substantial research has indicated that Generation Y employees are generally less affectively committed to their employers than previous generations. Moreover, Generation X employees who found professional development to be important had greater affective and normative commitment than Generation Y employees. Research on the subject was also conducted by researchers from Sri Lanka.

According to Uresha and Kottawatta (2020), there are no differences of organizational commitment between the Generation X and Generation Y employees in the sample explored by them. The same conclusion has been presented by Bozat (2021).

Data in his case has been collected from all of the members of the vocational school in Turkey through survey, using the revised Meyer and Allen Organisational Commitment Scale. None of the above-mentioned researchers took into account representatives of Generation Z.

The research undertaken by the authors of this article fills a research gap of significant importance from the point of view of management theory and practice. Its results are particularly important for understanding the commitment of different generations of employees to the organisation, especially of representatives of Generation Z, who are increasingly entering the labour market.

On the other hand, in further studies, it would also make sense to evaluate the influence of other factors (e.g., gender, marital status, immigration, culture) on different types of organisational commitment, taking into account generational differences. In addition, it would also be important to compare the values of different generations and how they affect organisational commitment.

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