

THE ROLE OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT: CASE STUDY OF GENERATION X AND Y TAXI DRIVERS IN PT. Z

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Abstract

The gap between generation X and Y becomes a challenge to avoid turnover in organizations. Taxi companies have experienced high turnover due to the emergence of the phenomenon of online taxi. One way to retain employees is to increase organizational commitment. Organizational commitment can be influenced by motivation and organizational culture. This study focuses on the effect of motivation and organizational culture on organizational commitment of generation X and Y taxi drivers. This research is a quantitative research, using regression and two-way ANOVA to 184 respondents in Jakarta, Bogor, Depok, Tangerang, dan Bekasi. The result of analysis shows that motivation significantly influences organizational commitment of taxi drivers of both generations ($p < .05$). Motivation and organizational culture simultaneously affect the organizational commitment of the generation X driver ($p < .05$) but does not affect generation Y ($p > .05$). There is no difference in organizational commitment based on organizational culture on both generations. In this study, age and tenure is an important factor affecting organizational commitment. There is no difference in organizational culture because it is affected by task identity. Task identity can be a powerful factor in predicting organizational commitment.

Key words: Organizational commitment, Motivation, Organizational Culture, Generation X, Generation Y, Taxi drivers.

INTRODUCTION

Many companies and organizations are dominated by generation X and generation Y employees. Kupper Schmidt (cited by Kian & Yussof, 2012) defined generation as people that are group within a certain range of ages, location they live, and significant live events they experienced at critical developmental stages. Generation X refers to those who were born in 1965-1979 and generation Y, also known as the millennial generation, refers to those who were born in 1980-2000 (Anantatmula & Shrivastav cited by Fatimah, Dharmawan, Sunarti, & Affandi, 2015).

Quinn (2010) stated that every generation has a distinct uniqueness

compared to the previous generations. For example, Birkman's study (2016) showed that generation X has high independency, resiliency, and adaptability. Meanwhile, generation Y is more confident and tend to be more arrogant compared to the previous generations. The challenge is that generation gap in the workplace can create negative impacts such as confusion, hatred, anger, and turnover if it is not identified nor understood. An organization is required to figure out the dimensions that are driving the employee either to engage or to extricate from their organization (Fatimah et al., 2015). The sooner the management understands how to lead a multi-generation environment,

the more succeed the organization (Cahill & Sedrak, 2012).

One way for companies to retain employees and avoid turnover is to increase organizational commitment. Organizational commitment is defined as the desire on the part of an employee to remain a member of the organization, influences whether an employee stays a member (is retained) or leaves to pursue another job (turns over) (Colquitt, LePine, & Wesson, 2015). Organizational commitment can be influenced by two main factors, which are work motivation and organizational culture.

Work motivation is defined by Luthans (cited by Krishna, Tesfa, & Prasad, 2015) as a process starts with a need that activates a behavior or a drive that is aimed at a goal incentive. It is necessary that strong and effective motivation at various levels must be more comprehensible in order to satisfy employees. On the other hand, motivation also make employees committed to their jobs (Salleh, Zahari, Said, & Ali, 2016).

Organizational culture is defined as the shared social knowledge within an organization regarding the rules, norms, and values that shape the attitude and behaviors of its employees (Colquitt, LePine, & Wesson, 2015). It is an important factor, so that effectiveness of an organization can be improved by creating the right culture (Alfiana & Puspasari, 2016).

The kind of company that becomes the main focus in Indonesia is transportation companies, especially conventional taxi companies. In recent years, conventional taxi companies have experienced high turnover in its drivers due to the emergence of the phenomenon of online taxi. People are rapidly turning their heads from conventional taxi to online ones such as Uber, Grab Car, and Go-Car because of their attractiveness, especially in generation Y who tend to like things that are both practical and

conventional. This once caused a massive demonstration from conventional taxi drivers, which according to Wiloto (2016) is a normal phenomenon of generation X's thinking paradigm that is different from generation Y's.

In conclusion, work motivation and organizational culture are two important variables that could affect taxi drivers' organizational commitment regardless of their generational differences. The previous researches using taxi drivers as a sample have been conducted by many people, but most of them used other variables such as work stress, role of work satisfaction in intention to quit, and environmental stressor. There has been no record so far of a research about the role of work motivation and organizational culture on organizational commitment, especially to taxi drivers nor generational gap in an organization. Therefore, to test this, research needs to be done on generation X and generation Y taxi drivers.

METHOD

The main objective of this chapter is to present how the study was carried out. This research is using a quantitative approach, defined by Musianto (2002) as an approach that uses aspect of measurement, calculation, formulas, and certainty of numerical data in the proposed research, process, hypotheses, data analysis, data conclusion, and the writing method. This research focuses on the causal relationship of the independent variable to the dependent variable. Kumar (2011) defined the independent variable as the variable responsible for the changes that occur in a phenomenon or situation. In this research, work motivation and organizational culture have a role as the independent variable, and organizational commitment has a role as the dependent variable.

The operational definition of work definition in this research refers to a form of drive from within the generation X and

Y taxi drivers to keep working in the company they work in, which is the PT Z. The operational definition of organizational culture in this research refers to the generation X and Y taxi drivers' belief system in PT Z. Lastly, the operational definition of organizational commitment in this research refers to the form of desire in the generation X and Y taxi drivers to remain part of PT Z.

This research consists of five hypotheses, which are:

Table 1: Research Hypotheses

H ₀	Work motivation and organizational culture do not affect PT Z's generation X and Y taxi drivers' organizational commitment.
H _{a1}	Work motivation significantly affects PT Z's generation X taxi drivers' organizational commitment.
H _{a2}	Work motivation significantly affects PT Z's generation Y taxi drivers' organizational commitment.
H _{a3}	There is a significant difference between organizational commitment based on generation X and Y taxi drivers' perception of PT Z's organizational culture.
H _{a4}	Work motivation and organizational culture simultaneously affects PT Z's generation X taxi drivers' organizational commitment.
H _{a5}	Work motivation and organizational culture simultaneously affects PT Z's generation Y taxi drivers' organizational commitment.

The data of this research were collected through a questionnaire to 184 respondents. The respondents of this research is generation X and generation Y active taxi drivers of PT Z, a conventional taxi company, working in Jakarta, Bogor, Depok, Tangerang, and Bekasi area. The locations are precisely determined by the researchers by reason of researchers' limited access, so this research uses convenience sampling as the method. Convenience sampling is defined by Etikan, Musa, and Alkassim (2016) as a type where population is targeted having particular criteria, such as geographic proximity, ease of access, and willingness

to participate in this research.

The instrument of this research is a questionnaire with a form of a Likert scale. Each item is a statement that indicates the characteristics and circumstances of the respondent, consisting 4-response options range from strongly agree to strongly disagree. In addition, this research also asked respondents to complete their data through the questionnaire, such as name, age, and work tenure.

Questionnaires in this study were adapted from three instruments in accordance to the variable. The organizational commitment questionnaire is adapted from *Organizational Commitment Questionnaire (OCQ)* developed by Allen and Meyer (1990), consists of three commitment factors, which are affective commitment, continuance commitment, and normative commitment. The higher the item score, the higher the respondents' commitment, and vice versa. The work motivation questionnaire is adapted from Herzberg's the dual-factor theory, consists of two factors, which are motivation factor and hygiene factor. The higher the item score, the higher the respondents' motivation, and vice versa. Lastly, the organizational culture questionnaire is adapted from *Organization Culture Assessment Instrument* developed by Quinn and Cameron (cited by Amos, Ristow, Pearse, & Ristow, 2008) and used before by Sugiantoro (2012). This questionnaire consists of six dimensions, which are the dominant characteristic, organizational leadership, employee management, organization glue, strategic emphasis, and criteria of success. Each dimension consist of four organizational culture type, which are clan culture (upholds the value of kinship), adhocracy culture (upholds the value of innovation), market culture (upholds the value of competition), and hierarchy culture (upholds the value of organization structure). The scores of each organizational culture type are summed

and compared. Scores on the highest organizational culture type describes the subject's perception of organizational culture that exists within the company they work in.

This research uses regression technique and one-way analysis of variance (ANOVA) as the data analysis method. Regression technique is used to see the influence of one variable to the other variables, also because the organizational commitment and the work motivation questionnaire produce numerical data. This research also conducts a dummy variable for organizational culture to analyze its simultaneous contribution along with work motivation to organizational commitment. On the other hand, ANOVA technique is used to see the mean difference significance between two or more groups as one variable to the other variables, also because the organizational culture questionnaire produces categorical data. The paired difference test design is 2x4 factorial design with two-way ANOVA method. Both of the data analysis method has .05 level of significance.

Both of the data analysis methods used in this researches have requirements that must be met, so this research also uses assumption test for the suitability of the method. Regression analysis requires normally distributed data and the variables studied have linear relationship. Meanwhile, ANOVA analysis requires normally distributed data and the variables studied are homogeneous. Therefore, the assumption test of this research consists of three, which are normality test, linearity test, and homogeneity test. The normality test uses *Skewness-Kurtosis* technique with .05 level of significance and the critical value used is ± 1.96 (Ghazali, 2011). The linearity test uses *test for linearity* technique with .05 level of significance. Lastly, the homogeneity test uses *Levene's test* with .05 level of significance, so that the comparison of variance can be stated

as equal when the value is above level of significance (Field, 2009).

RESULTS

The main objective of this chapter is to present the result of respondents' data based on the main variables, assumption test consists of normality, linearity, and homogeneity, and hypotheses test.

This research categorizes organizational commitment and work motivation commitment into high and low based on the empirical mean of the sample group, so that the shown data is more factual and in accordance with the real life condition of the respondents. The respondents' result shows that the majority of the respondents (in total of 64.7%) have low organizational commitment, which means the desire on the part of PT Z's taxi drivers to remain a member of the company they work in is considered low. Other than that, the respondents' result also shows that the majority of the respondents (in total of 69.9%) have low work motivation, which means the drive within PT Z's taxi drivers to reach their goal is considered low. Furthermore, the respondents' result shows that the majority of the respondents (in total of 40.8%) perceive adhocracy as the main culture of PT Z, followed by clan culture (29.3%), hierarchy culture (15.8%), and market culture (14.1%). That means, majority of PT Z's taxi drivers perceive PT Z as an organization that demands innovation, initiative, and upholds the value of creating new products or services to anticipate and prepare for future needs.

The assumption test consists of three tests, which are normality, linearity, and homogeneity. The normality test result shows that the *Skewness* coefficient of organizational commitment is .330 and the *Kurtosis* coefficient is -.653, which means the organizational commitment data is normally distributed because both of the coefficients is below ± 1.96 . The linearity test result shows that the significance

value of organizational commitment and work commitment is .813 ($p > .05$), which means both of the variables have linear relationship. Lastly, the homogeneity test result shows that the significance value of organizational commitment based on organizational culture and generational gap is .352 ($p > .05$), which means the variable is homogeneous.

After the assumption test is passed, the data is analyzed using regression and ANOVA to prove the hypotheses stated above. The first one is to test the role of work motivation in generation X and Y's organizational commitment using regression test, and the result shows that work motivation partially affects generation X taxi drivers' organizational commitment (.001, $p < .05$) with value of influence (R^2) 8.4%. On the other hand, the result also shows that work motivation partially affects generation Y taxi drivers' organizational commitment (.033, $p < .05$) with value of influence 7.8%.

The ANOVA test on organizational commitment based on generation X and Y's organizational culture perception result shows that there is no significant difference between organizational commitment based on the respondents' organizational culture perception (.927, $p > .05$).

Furthermore, this research uses multiple regression technique to test the role of work motivation and organizational culture in generation X and Y's organizational commitment. The result shows that work motivation and organizational culture simultaneously affect generation X taxi drivers' organizational commitment (.016, $p < .05$) with value of influence 9.5%, but not to generation Y taxi drivers' organizational commitment (.211, $p > .05$). In conclusion, the following table will show the hypotheses result:

Table 2: Hypotheses Test Result

Hypotheses	Statement	Status
H ₀	Work motivation and organizational culture do not affect PT Z's generation X and Y taxi drivers' organizational commitment.	Accepted
H _{a1}	Work motivation significantly affects PT Z's generation X taxi drivers' organizational commitment.	Accepted
H _{a2}	Work motivation significantly affects PT Z's generation Y taxi drivers' organizational commitment.	Accepted
H _{a3}	There is a significant difference between organizational commitment based on generation X and Y taxi drivers' perception of PT Z's organizational culture.	Rejected
H _{a4}	Work motivation and organizational culture simultaneously affects PT Z's generation X taxi drivers' organizational commitment.	Accepted
H _{a5}	Work motivation and organizational culture simultaneously affects PT Z's generation Y taxi drivers' organizational commitment.	Rejected

This research also conducts three additional analyses, which are the organizational commitment difference between generation X's and generation Y's, the work motivation difference between generation X's and generation Y's, and the difference between the current and the expected organizational culture perceived by this research's respondents. The first two additional analyses use independent sample T-test and the result shows no significant difference in generation X and Y's organizational commitment ($t = -.418$, $p = .661$, $p > .05$) and generation X and Y's work motivation ($t = -1.117$, $p = .278$, $p > .05$).

This research used paired sample test technique in conducting the difference

test between the current and the expected organizational culture perceived by this research's respondents. There is no significant difference between the current perceived organizational culture and the expected perceived organizational culture according to the respondents ($t = -7.548$, $p = .000$, $p < .05$). It has been stated previously that the majority of this research's respondents perceived adhocracy culture as PT Z's current organizational culture, and this additional analyses shows that the majority of the respondents perceived market culture as PT Z's expected organizational culture, which means the majority of the respondents expect PT Z to be result-oriented and able to be in control that aims to achieve productivity, goals, and benefits.

DISCUSSION

This research found that work motivation significantly affects generation X and Y taxi drivers' organizational commitment. Researchers' assumption about this finding is that this happened because of the similar type and scope of work that the respondent has, which is as a taxi driver. That assumption is supported by this research's additional finding that there is no significant difference between generation X and Y's work motivation and organizational commitment.

This research found that work motivation and organizational culture simultaneously and significantly affect organizational commitment of generation X taxi drivers, but not to generation Y taxi drivers. This finding supports the statement of Pathardikar and Sahu (2011) about organizational commitment is influenced by age and tenure factor, where the older and the longer the tenure of someone, the higher the commitment they have and the higher the responsibility they possess (Al-Kahtani, 2012). Therefore, it is confirmed that age and tenure indirectly affected the organizational commitment of generation X taxi drivers as the older

generation than the generation Y.

One of the findings of this research is that there is no significant difference in organizational commitment based on the organizational culture perceived by generation X and generation Y taxi drivers. This has become a realization for the researchers that the type of organizational culture of PT Z will be more validly illustrated if this research includes employees from various position in the company, not only the taxi drivers. Also, some variables that are more suitable to be studied in taxi drivers are the ones like work stress as had been conducted before by Rusilowati and Piliang (2016), the role of work satisfaction in intention to quit as had been conducted before by Suryadarma (2015), environmental stressor as had been conducted by Ihsan (2014), et cetera. On the other hand, the researchers also aware that a study about generational gap is more suitable to be applied to organizations with various positions, so that the respondents from within the company are used to communicate and coordinate intensely with each other. This leads to a conclusion that it is not quite suitable to study taxi drivers' organizational commitment whose work nature is relatively individual and autonomous. The finding that there is no difference in organizational commitment based on perceived organizational culture is most likely to happen because of the similarity of respondents' scope of work, regardless of their generational differences. Therefore, it leads to a conclusion that task identity is most likely to be a suitable and interesting factor to be studied alongside with generational characteristic as the moderator.

This research found that majority of the respondents perceived adhocracy culture, which upholds the value of innovation and initiative. This most likely to happen because of PT Z's current innovation on developing a collaboration with taxi online, so that conventional taxi

can also be ordered through the mobile application platform of online taxi. It is believed that the organizational culture that is shown in this research happen not to be a deep, permanent perception, instead a temporary perception that is happened because of organization's current and latest phenomenon. This finding cannot be concluded as an organizational culture perception because organizational culture involves all aspects of human resource within an organization (Pathardikar & Sahu, 2011).

Furthermore, it has become a realization to researchers that although some of this research's hypotheses are accepted, the influence value of those accepted hypotheses are not more than 10%. Also, many alternative variables that are more suitable to be studied have been stated above and it is known that there are still many more factor outside of work motivation and organizational culture that are able to influence organizational commitment more significantly. One of them are work satisfaction as organizational commitment antecedent, as proven by Lok and Crawford (2001), also employee engagement that is significantly related to organizational commitment, as proven by Albdour and Altarawneh (2014). It is recommended for future researches to consider more suitable psychological variables to be studied to taxi drivers, such as stress and coping and level of loneliness due to the type of work that requires someone to work alone and not communicate with colleagues while driving. Thus, the data obtained will become more factual and strengthen the urgency of the conducted research.

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