

Effects of Compensation, Training and Development, and Supervisor Support Toward Organizational Commitment of Multi Generation Employees in a Public Sector Organization in Indonesia

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Abstract

This research aims to examine the effect of compensation, training and development, and supervisor support toward an organizational commitment of Generation X and Y workforce in State Comptroller Agency (BPKP - Badan Pengawas Keuangan and Pembangunan). The sample for this research is 110 Gen X workers and 52 Gen Y workers in deputies' office of Central BPKP in Jakarta. This research indicates that training and development have positive influence on organizational commitment on both Gen X and Gen Y workers. However, the research finding is unable to show the difference effect of compensation, training and development, and supervisor support toward organizational commitment between Gen X and Gen Y workers. Thus, the effect of independent variables toward dependent variables is indifferent to both generations and the implication of this research is discussed.

Keywords: organizational commitment, compensation, training and development, supervisor support, Gen X, Gen Y

Penelitian ini bertujuan untuk menguji pengaruh kompensasi, pelatihan and pengembangan, and dukungan atasan terhadap komitmen organisasi Generasi X and Y tenaga kerja di BPKP (Badan Pengawas Keuangan and Pembangunan). Sampel untuk penelitian ini adalah 110 pekerja Gen X and 52 pekerja Gen Y di kantor deputy di BPKP pusat di Jakarta. Penelitian ini menunjukkan bahwa pelatihan and pengembangan memiliki pengaruh positif terhadap komitmen organisasi pada kedua pekerja Gen X and Gen Y. Namun, hasil penelitian ini tidak dapat menampilkan efek perbedaan kompensasi, pelatihan and pengembangan, and dukungan atasan terhadap komitmen organisasi

antara Gen X and Gen Y pekerja. Dengan demikian, pengaruh variabel independen terhadap variabel dependen adalah tidak berbeda untuk kedua generasi and implikasi dari penelitian dibahas dalam artikel ini.

Kata Kunci: *Komitmen organisasi, kompensasi, pelatihan and pengembangan, dukungan atasan, Gen X, Gen Y.*

Introduction

A diverse workforce is something inevitable in any organizations. Currently, diversity is not only related to sex, race, and culture but also related with generation (Kapoor and Solomon, 2011). In twenty-first century, the workforce is divided into 3 main generations; Baby Boomers (born in 1946-1964), Gen X (born in 1965-1980) and Gen Y who was born after 1980 (Knouse, 2011). According to Society for Human Resource Management, almost 60% HR managers in major companies observe organization conflict source is the generation gap. The generation gap originates from a different perception of Loyalty and Respect among generations (Fraone, Hartmann, and McNally, 2008). The sense of loyalty to the organization is an essential part of the psychological contract between employee and employer (Rosseau, 2001 in Thompson and Gregory, 2010). Organizational commitment is believed represent psychological contract which involves loyalty and identification with the organization (Yoon, 2007). Employees, who have a high commitment to the organization, tend to be more creative, and productive (Shafiq, Zia-ur-Rehman, and Rashid, 2013). Employees' high commitment also manifest in a strong willingness to serve and low intention to leave the organization (Hunt and Morgan, 1994; Robbins and Coulter, 2003; Mowday, Steers, and Porter, 1982 in Nawab and Bhatti, 2011). Organization which its workers show low organizational commitment often less productive and fail to provide good products and services (John, 2005 in Naqvi and Bashir, 2015). Even though organizational commitment is something important in organization, Patalano (2008) revealed that there is difference level of organizational commitment of Gen X and Gen Y workers.

Organization could enhance organizational commitment through human resource practices. Compensation policy and training and development are several factors which strongly related to organizational commitment according to Shafiq, Zia-ur-Rehman, and Rashid (2013).

Supervisor support also could influence organizational commitment beside compensation and training and development policies (Yasar, Emhan, and Ebere 2014). Human resource practices help employees to grow their career and believed it will contribute to organizational commitment (Döckel, 2003; João, 2010 and Lumley, 2009 in Van Dyk and Coetzee, 2014).

The availability of multi-generation workforce also can be found in Indonesia, including in public and government organization. Public officials currently composed of 3 generations; Baby Boomers (1945-1964), Gen X (1965-1979) and Gen Y (1980-2000) (Wangsaatmaja, 2013). One of government organization which has multi-generation workforce is State Comptroller Agency (BPKP - Badan Pengawas Keuangan and Pembangunan). Baby boomers generation is nearly reaching pension age thus makes BPKP anticipate it by hiring Gen X and Gen Y to replace baby boomer workers later on.

BPKP needs to carefully examine the effect of compensation policy, training and development policy, and supervisor support toward organizational commitment for both Gen X and Gen Y workers. The proper treatment of Gen X and Gen Y related HR practices will help increase the organizational commitment of its employees and in a long run, it will equip organization to provide good products and services for the stakeholder.

Theoretical Framework

a. Generational Cohorts

Generational cohorts are a classification of persons into a group based on the year they were born and thus shared similar social and historical phenomenon during a critical period of their growth (Schaie, 1965 in Twenge, et al., 2010). According to Luntungan, Hubies, Sunarti, and Maulana (2014), generational cohort concept refers to age segmentation which could be applied as a proxy to represent the characteristic of the whole generation. Mannheim is a pioneer scholar in creating generational cohort theory (Smelser, 2001; Sessa et al., 2007 in Luntungan et al., 2014). This theory argued that values shifting does not only occur in Western Europe countries but also occurred everywhere if life experience of one generation to another is different because of social and historical moment as they age are varied (Inglehart, 1977; Inglehart, 1990; Abrasom and Inglehart; 1995 in Luntungan et al., 2014).

This research applied year of born as basic for generation segmentation to make it consistent with previous research. The year of born was used by many researches as basic of classification in field of generational cohort (Zopiatis et al. 2012 in Luntungan et al., 2014). In this research Gen X are people who was born in 1965-1979 and Gen Y are people who was born in 1980-2000 according to Acar (2014).

b. Characteristic of Gen X and Gen Y

Gen X and Gen Y, as a continuity of generation baby boomers, have their distinctive characteristic. Characteristic of every generation is shaped by different social and historical moments among one generation and another (Anantatmula, 2012 in Luntungan, Hubies, Sunarti and Maulana, 2014). According to Anantatmula (2012 in Luntungan et al.,

2014) stated major social and historical moments experienced by Gen X were Human Right Consciousness and Women Struggle for egalitarianism. Those moments created unique characters of Gen X which described as practical, pessimistic, concern to work-life balance, technical, independent, and adaptive. On the other hand, the fall of communism and internet revolution were experienced by Gen Y during their growth period into adulthood. Anantatmula (2012) in Luntungan et al. (2014) stated those moments formed Gen Y as generation with characteristic as ambitious, confident, multitasking, and independent.

c. Organizational Commitment

Commitment defined as compatibility of individual and organization goals. Individu with high level of commitment will increase his effort to gain organization's goals in general (Steers, 1977 in Shafiq, Zia-ur-Rehman in Rashid, 2013). Thus organizational commitment is something specific related with employees' affection toward their job, identified themselves as part of organization, sense of unity with the organization (Gulbahar, Ch, Kundi, Qureshi, and Akhtar, 2014).

d. Compensation

Compensation is wage/salary and benefits received by employees from organization as work relational return (Shafiq, Zia-ur-Rehman and Rashid, 2013). If compensation is perceived as good by employees it will lead to higher productivity, increasing working morale, enhancing job satisfaction, better organizational commitment, more adaptive culture, nurturing trust, and fostering effective communication and teamwork. (Shafiq, Zia-ur-Rehman and Rashid, 2013).

e. Training and Development

Definition of training according to Noe (2010) is systematic and planned approaches exercise by organization to facilitate learning process for employees to gain competencies which related to his job. While development is formal education, working experiences and personal appraisal which will help employees performing future job effectively. Training and development will help employees grow their career and equip them with adequate competencies (Shafiq, Zia-ur-Rehman and Rashid, 2013). Availability of training and development opportunities could enhance employees' capabilities (Kraimer et al., 2011 in Van Dyk and Coetzee, 2012).

f. Supervisor Support

Powell (2011, in Yasar, Emhan, and Ebere, 2014) defined supervisor support as how superordinate recognizes their subordinate's contribution and show caring to their employees' wellbeing. Therefore, if a leader showed positive support to their employees it will lead to better performance and in the end organization will benefit good impact from it (Yasar, Emhan, and Ebere, 2014).

Research Hypotheses

Research of Shafiq, Zia-ur-Rehman and Rashid (2013) showed compensation has positive effect to organizational commitment. Research of Naqvi and Bashir (2015) also proved positive and significant relationship between compensation and organizational commitment. Positive correlation between salary and commitment is revealed by Mathieu and Zajac (1990, in Döckel, Basson and Coetzee, 2006). Therefore, the hypothesis is:

H1a: Compensation positively affected organizational commitment in Gen X workers

H1b: Compensation positively affected organizational commitment in Gen Y workers

Shafiq, Zia-ur-Rehman and Rashid (2013) showed training and development has positive relationship with organizational commitment. Moreover, Naqvi and Bashir (2015) proved significant and positive relationship between training and development and organizational commitment. Döckel, Basson and Coetzee (2006) argued training is able to raise employees' pride, and then the hypothesis is:

H2a: Training and development positively affected organizational commitment in Gen X workers

H2b: Training and development positively affected organizational commitment in Gen Y workers

Yasar, Emhan and Ebere (2014) stated supervisor support gives positive effects on organizational commitment. Naqvi and Bashir (2015) also strengthened finding of previous result and showed positive and significant relationship between supervisor support and organizational commitment. The hypothesis is:

H3a: Supervisor support positively affected organizational commitment in Gen X workers

H3b: Supervisor support positively affected organizational commitment in Gen Y workers

Gen X workers have higher level of satisfaction in both intrinsic and extrinsic reward compare to baby boomers or Gen Y (Miller, 2006). Research of Miller (2006) revealed Gen X workers will give their commitment to organization which is able to provide desirable reward for them even though Gen X workers still have flexibility in job movement. Moreover, Swiggard (2011) also stated expectation of baby boomer, Gen X, and Gen Y on financial incentive or compensation is different. Every generation demands fair compensation and reward, but Gen X placed financial incentive and compensation in higher rank compare to Gen Y. Importance level of compensation is viewed differently between those 2 generations. Therefore, the hypothesis is:

H4: Effect of compensation to organizational commitment is different between Gen X and Gen Y

Research of Solnet, Kralj and Kandampully (2012) found there is no difference about training and development opportunities which perceived by Gen Y and other Generations. On the contrary, Swiggard (2011) found that baby boomers and Gen X placed opportunities of training and development more important compare to Gen Y. Baby boomers and Gen X placed opportunities of training and development in rank 9th while Gen Y placed it in rank 10th. The hypothesis is:

H5: Effect of training and development to organizational commitment is different between Gen X and Gen Y

According to Tolbize (2008), employees will behave differently depend on their perception of control and feedback. A study contrasted traditional generation, baby boomer, and Gen X in public sector organization revealed baby boomer more appreciate freedom of control during their working hours. Moreover Tolbize (2008) stated workers across generations have different need of work recognition and feedback. Younger generation such as Gen Y prefers more feedback while older generation does not like strict feedback. Gen Y tends to expect more feedback in detail because they feel if their job was recognized it will make them have higher self-efficacy in performing their job (Glass, 2007). Therefore, the hypothesis is:

H6: Effect of supervisor support to organizational commitment is different between Gen X and Gen Y

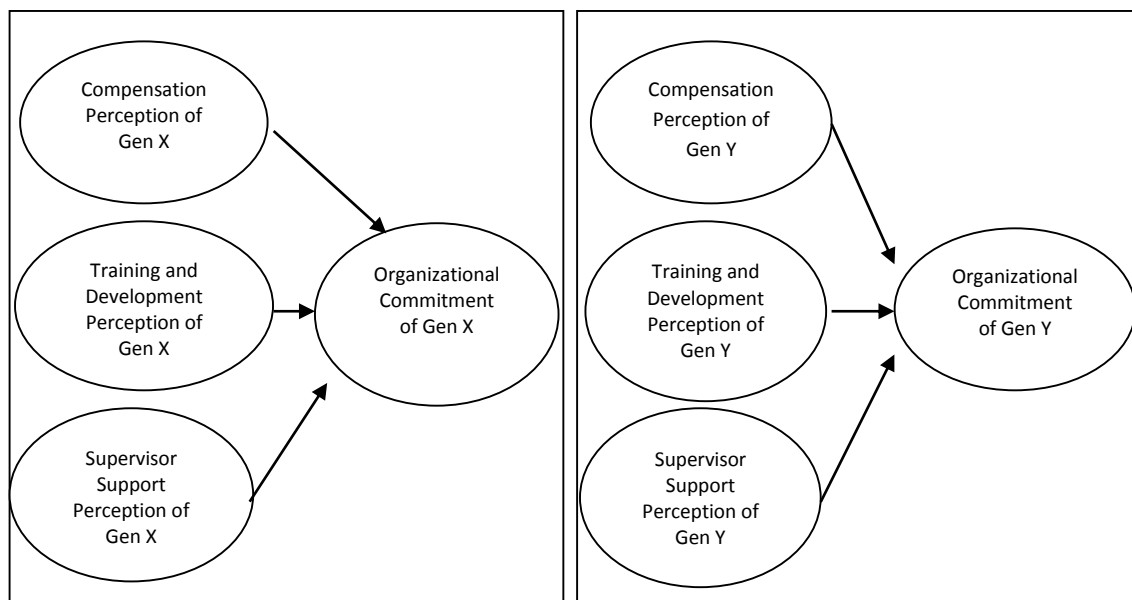


Figure 1. Research Model

Methods

This is quantitative research with survey technique. Research population is Gen X and Gen Y workers in State Comptroller Agency (BPKP - Badan Pengawas Keuangan and Pembangunan). Total Gen X workers when research was conducted is 702, while Gen Y is 301. Sample was taken in deputies' office because Gen X and Gen Y were already represented in this office. Moreover, characteristic of working units in BPKP almost similar of that in deputies' office thus it could represent BPKP for generalization.

Respondent was chosen based on the year they were born following the generation cohort theory. Gen X is workers who were born in 1965-1979 while Gen Y is works who was born in 1980-2000. To participate respondent at least has 1-year tenure with assumption within 1-year tenure the respondent already familiar with join and organization they work in and be able to evaluate support given by their supervisor (Meyer and Allen, 1997). Table 1 presents target and actual sample participated based on deputies' office:

Table 1. Target and actual sample participated

Deputy	Gen X		Gen Y	
	Target Sample	Actual Sample	Target Sample	Actual Sample
Deputy of Comptroller of Economic and Maritime	115	37	26	11
Deputy of Comptroller of Politics, Law, Security, and Human Development	56	18	27	12
Deputy of Comptroller of Regional Governments	53	17	17	8
Deputy of State Accountancy	77	25	14	6
Total Workers	342	110	116	52
Percentage Sample Size	32%		45%	
Total Sample[^]	110		52	

[^]: sample taken from Gen X and Gen Y is based on formula (Total Workers Per Deputy*Percentage sample size)

Target sample was calculated according to *population-based sample size* which formulated by De Vos, Strydom, Fouche and Delpor (2010). Total target sample of Gen X is 342 multiplied by 32% as minimum percentage thus minimum respondent to represent Gen X workers is 110. There are 4 deputies' office in BPKP, it makes 110 must be distributed equally to those 4 offices based of proportion to total workers for every generation in those 4 offices.

The formula is as follow:

$$\text{Sample per deputy} = \frac{\text{Total workers per deputy} \times \text{percentage sample}}{\text{size of Gen X/Gen Y}}$$

Questionnaire in this research is formulated based on questionnaire developed by Naqvid and Bashir (2015). Naqvi and Bashir (2015) adapted item of questions to measure organizational commitment from tools developed by Allen and Meyer (1990), to measure compensation adapted from Heneman and Schwab (1985), to measure *training and development* adapted from Rogg, Schmidt, Shull and Schmitt (2001), and for supervisor support measurement the item of questions were adapted from Ramus and Steger (2000). In this research the questionnaire is designed into 6-point Likert scale to avoid central tendency of respondents' answer.

Sampling technique for this research is non-probability sampling using purposive and quota sampling method. Purposive sampling is a method where respondent is chosen because he/she meets certain characteristics required by research purposes (Sekaran and Bougie, 2013). This method aimed to choose only Gen X and Gen Y workers as target respondent and exclude others respondent inappropriate to participate. Quota sampling is a method where certain number of respondent has been determined before to get proportional amount of respondent as representative (Sekaran and Bougie, 2013).

Data is analyzed using software Statistical Package for Social Science 20 (SPSS). Several statistical tests were performed to prove the hypotheses proposed. The first statistical tool is independent sample t-test to see the difference of mean between two independent samples of every variable. This test aimed to see whether any difference of perception in compensation, training and development, supervisor support, and organizational commitment between Gen X and Gen Y workers in BPKP. Afterward, multiple linear regressions were performed to answer hypotheses 1 to 3 by observing significant value and beta coefficient to see the effect of independent variables to dependent variable.

To test hypotheses 4-6, the beta coefficient from regressions equation was compared between generations. This test aimed to see whether any difference in effect of independent variables to dependent variable between those two generations.

Result and Discussion

Independent sample t-test is chosen because it measured two different sample groups which are Gen X workers and Gen Y workers. Based on table 2, significant value is higher than 0.05

Table 2. Test of Means

Variable		Gen X	Gen Y
Organizational Commitment	Mean	4.2545	4.0757
	Sig. (2-tailed)	0.164	
	Interpretation	Insignificant different	
Compensation	Mean	3.4702	3.764
	Sig. (2-tailed)	0.057	
	Interpretation	Insignificant different	
Training and Development	Mean	4.2309	4.3077
	Sig. (2-tailed)	0.561	
	Interpretation	Insignificant different	
Supervisor Support	Mean	3.9182	4.1154
	Sig. (2-tailed)	0.207	
	Interpretation	Insignificant different	

According to Maholtra (2010), significant difference is indicated if significant value is lower than 0.05. Therefore, there is no different perception of compensation, training and development, supervisor support, and organizational commitment between Gen X and Gen Y workers in BPKPB. Both generations have similar perception to those variables in BPKP.

To test hypotheses 1-3, multiple linear regressions was performed and the result is presented in table 3.

Table 3. Multiple Linear Regressions Gen X and Gen Y

Dependent Variable	Independent Variable		Gen X	Gen Y
Constant			1.655	1.093
Organizational Commitment	Compensation (H1a and H1b)	Beta	0.119	0.090
		Sig.	0.133	0.558
		Interpretation	Insignificant	Insignificant
	Training and Development (H2a and H2b)	Beta	0.391	0.431
		Sig.	0.000	0.003
		Interpretation	Significant	Significant
	Supervisor Support (H3a and H3b)	Beta	0.136	0.206
		Sig.	0.065	0.138
		Interpretation	Insignificant	Insignificant
		R	0.607	0.688
		R Square	0.369	0.474

Based on information in table 3, hypothesis H1a and H1b are rejected. Significant values are higher than 0.05 which are 0.133 from Gen X and 0.558 from Gen Y. It concluded that there is no positive effect of compensation to organizational commitment in both generations worker in BPKP. This finding is contradicted with finding of Shafiq, Zia-ur-Rehman and Rashid (2013), which showed positive effect of compensation to organizational commitment.

The possible reason behind hypotheses rejection could be of centralization of compensation procedure in national level, not in organizational level. Salary, incentives, and other form of compensation in BPKP followed the regulation issued by President of Republic Indonesia number 73/2013 and Government Decree number 34/2014. Therefore, BPKP cannot design its own compensation system. BPKP has no authorities to regulate the forms and nominal of compensation for its employees. BPKP in designing and giving compensation to its employees must follow the regulation issued by the government since BPKP is public organization under supervision of government of Indonesia.

Compensation system of BPKP is totally different from private sector. In private sector organization can design its own compensation system aligning with organization strategic goals. To attract employees, private organizations implement attractive and competitive compensation package. In private organizations, compensation is linked with performance while in BPKP is not. In BPKP incentives are given mainly based on job class. Finally, compensation system in BPKP is unable to affect employees' organizational commitment because employees see compensation procedure in BPKP is not a trigger for them to perform better.

On the other hand, training and development is positively affecting organizational commitment of employees in BPKP for both generations. Significant values for Gen X is 0.00 and for Gen Y is 0.003 which is lower than 0.05. Thus hypotheses 2a and 2b are accepted, there are positive effect of training and development to organizational commitment for Gen X and Gen Y workers in BPKP. This finding is in accordance with finding of Shafiq, Zia-ur-Rehman, and Rashid (2013).

Training and development in BPKP is designed for every level employee. This policy is formally issued in Regulation of Head of BPKP number 24/2014. Training and development is conducted by Center for Training and Development. In BPKP training and development is classified into 4 categories: pre-job training, leadership training, auditing training, and technical training. Every level of training has its own core competence to be achieved and success indicators. Training and development is also an indicator for people to be promoted. If an employee will be promoted to higher position she/he must follow training before assigned to prospective position. The higher the position, the bigger the

responsibility assigned to job holder. This condition makes employees always try to improve their skill and capacity in order to achieve higher position in organization. Therefore, training and development perceived as something important for employees in BPKP for both Gen X and Gen Y and become an important factor for them to be loyal or not. No wonder if training and development then has positive effect to organizational commitment in BPKP for both generations.

According to table 3, supervisor support has not given effect to organizational commitment in BPKP. Significant values of Gen X 0.138 and Gen Y 0.065 which is higher than 0.05. This finding is contradictive with finding of Yasar, Emhan, and Ebere (2014) which showed that supervisor support gives positive impact on organizational commitment.

Supervisor support could be defined as behavior showed by supervisor to his/her subordinate to recognize, control, appraise, and evaluate performance. Appraisal and evaluation is usually basis for reward and punishment. In BPKP supervisor support plays no significant role for reward such as promotion. In BPKP education level is the main condition for employees if they want to pursue higher position. Beside education level, tenure is another factor affecting career development of employees in BPKP. Job grade will automatically rise every 4 years. Thus it is unsurprisingly if supervisor support gives no impact on organizational commitment in BPKP for both generations.

To test hypotheses 4-6, coefficient regressions are compared. First step, every independent variables are regressed into dependent variable. Second step, dummy variable is added into equation, and third step independent variables and dummy variable are multiplied. The result is shown in table 4.

Table 4. Coefficient Comparison

Dependent Variable	Independent Variable	Constant	Beta	Sig.
Organizational Commitment	Dummy*	2408	0,566	-
	Compensation (C)		0,443	-
	Dummy multiplied with C**		-0,074	0,570
	Dummy*	1552	0,215	-
	Training and Development (TnD)		0,586	-
	Dummy multiplied with TnD**		0,002	0,987
	Dummy*	1803	1.067	-
	Supervisor Support (SS)		0,552	-
	Dummy multiplied with SS**		-0,199	0,152

Note. *Dummy is coding step which Gen X was assigned 1 and Gen Y was assigned 0

** Independent variables and dummy variable are multiplied

Based on table 4, significant values of multiplication between dummy variable and independent variables are 0.570; 0.987; and 0.152 which is higher than 0.05. It showed that there is no different effect of independent variables to dependent variable in both Gen X and Gen Y workers in BPKP.

Effect of compensation, training and development and supervisor support toward organizational commitment of Gen X and Gen Y workers in BPKP is indifferent. This finding is contradictive with finding of several researchers. According to Miller (2006), Swiggard (2011) and Tolbize (2008), every generation will show different characteristic during their working time. For example, younger generation needs more feedback and recognition rather than older workers.

The reason behind indifferent effect of independent variables to dependent variable between Gen X and Gen Y in BPKP may be caused by indifferent perception of both generations to compensation, training and development, and supervisor support as previously displayed in table 2. The HR practices in BPKP are formally regulated since this organization followed heavy bureaucratic culture. Every aspect in managing people in BPKP must comply with regulation issued by government of Indonesia as the supervisor of BPKP. Therefore, Gen X and Gen Y get some treatment no matter how different their characteristic is. Another possibility is perhaps because of strong organizational culture in BPKP. No matter how different employee is when entering BPKP he/she must adjust him/her to culture of organization. It is something unnecessary to demand different treatment because of different generations. It is the employees who should adjust themselves not the organization. In brief, the findings of this research are presented in table 5.

Table 5. Conclusion of Research Hypotheses

Hypothesis	Sig.	Beta Gen X	Beta Gen Y	Finding
H1a	0.133	0.119	-	Rejected
H2a	0.000	0.391	-	Accepted
H3a	0.065	0.136	-	Rejected
H1b	0.558	-	0.074	Rejected
H2b	0.003	-	0.431	Accepted
H3b	0.138	-	0.206	Rejected
H4	0.570	-	-	Rejected
H5	0.987	-	-	Rejected
H6	0.152	-	-	Rejected

Managerial Implication

This research showed that to increase organizational commitment for Gen X and Gen Y workers in BPKP organization must focus on training and development. BPKP must provide opportunities to Gen X and Gen Y workers to increase their skill and capacity and provide room for them to implement it on their job. BPKP also must be able to give employees chance to develop.

The finding also reveals that there is no different effect of compensation, training and development, and supervisor support toward organizational commitment for both Gen X and Gen Y workers. Strong organizational culture might be behind this phenomenon. BPKP has formal guidance in designing and developing organizational culture as written on regulation number: Per-1234/K/Su/2010. BPKP is public organization which bound to certain procedures that cannot be neglected thus make it bureaucratic. All HR practices in BPKP including compensation, training and development and even subordinate supervision were regulated in formal procedures. BPKP designed its organization in alignment with organization's vision and mission which is creating work ethic in performing BPKP's role as state comptroller agency thus required BPKP implement the same treatment regardless of workers' generation.

Generation cohort theory also might be slightly different in Indonesia and those of western countries. In this research generation classification is based on year of born which followed historical events in US and Europe. This historical events might be unrelated to Indonesia thus generational classification might be different. Luntungan et al. (2014) classified worker generation in Indonesia based on events related to political regime, political stability, and freedom of press as presented in table 6.

Table 6. Historical Events in Indonesia

Observation	Generation before Gen Y	Gen Y
Political Regime	Centralization of government, fall of new order, reformation, disintegration of Timor Leste, limited freedom of politics	Decentralization and autonomy
Political Stability	Static	Dynamics
Freedom of Press	Tightly regulated	Freedom of Expression
Other events	Availability of pager and cell phone	Digital expression, social media emerging

Luntungan et al. (2014) stated in classifying worker generation in Indonesia we must focused on local events happened in Indonesia. It means year of born to differentiate

one generation to another might be different among nations. This consideration is unaccommodated in this research which makes it one of caveat to this research.

Another limitation is sample of BPKP workers. In this research, sample was generated only from 4 deputies' office in Jakarta while in fact BPKP is available in 33 provinces across Indonesia. It might lead to inability to generalize this finding into whole BPKP in Indonesia or in larger scope to all public organizations. This research is also unable to depict the dynamic of generational cohort in private sector.

Conclusion

Training and development is the only factor which contributes to organizational commitment of Gen X and Gen Y workers in BPKP. Moreover, there is indifferent effect of independent variables to dependent variable between Gen X and Gen Y. It means characteristic of Gen X and Gen Y in BPKP might be similar.

Strong organizational culture might be factor which makes generation difference in BPKP insignificant. Another possibility might be of inappropriate generation classification since in this research year of born is not adjusted with Indonesian historical events which might contribute in shaping characteristic of generations.

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