

## PSYCHOLOGICAL MEANINGFULNESS OF WORK EFFECTS ON ORGANIZATIONAL COMMITMENT IN HUMAN RESOURCE DEPARTMENT EMPLOYEE

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### ABSTRACT

This study aims to determine the psychological meaningfulness of work and work engagement effect on organizational commitment. The convenience technique was used to collect data from 307 respondents with 123 and 184 from generations X and Y in the Human Resource Department (HRD) in Jakarta, Indonesia. Path analysis was conducted to diagnose effect of psychological meaningfulness and work engagement on organizational commitment, using SPSS and Macro Process Hayes 2013. The hypothesis test confirms that psychological meaningfulness significantly affects work engagement in the Y generation without affecting organizational commitment. Meanwhile, work engagement influences organizational commitment significantly and perfectly mediates the influences of psychological meaningfulness on organizational commitment. Conversely, psychological meaningfulness of work has a positive significant effect on work engagement and organizational commitment among the X generation. This study proves that the psychological meaningfulness of work in the Y generation has no significant increase in organizational commitment, with a rise in work engagement. Therefore, millennials are more challenged in carrying out their work with psychological meaningfulness of work.

**Keywords:** psychological meaningfulness of work, work engagement, organizational commitment, Y generation, X generation.

## EFEK KEBERMAKNAAN PSIKOLOGIS PEKERJAAN TERHADAP KOMITMEN ORGANISASI PADA KARYAWAN BAGIAN SUMBER DAYA MANUSIA

### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui pengaruh kebermaknaan psikologis kerja dan keterlibatan kerja terhadap komitmen organisasional. Teknik convenience digunakan untuk mengumpulkan data dari 307 responden dengan 123 generasi X dan 184 generasi Y dari beberapa perusahaan di Departemen Sumber Daya Manusia (SDM) di Jakarta, Indonesia. Analisis jalur dilakukan untuk mendiagnosis pengaruh kebermaknaan psikologis dan keterikatan kerja terhadap komitmen organisasi, menggunakan SPSS dan Macro Process Hayes 2013. Uji hipotesis menegaskan bahwa kebermaknaan psikologis secara signifikan mempengaruhi keterikatan kerja pada generasi Y tanpa mempengaruhi komitmen organisasi. Sedangkan work engagement berpengaruh signifikan terhadap komitmen organisasi dan secara sempurna memediasi pengaruh kebermaknaan psikologis terhadap komitmen organisasi. Sebaliknya, kebermaknaan psikologis kerja berpengaruh signifikan positif terhadap keterikatan kerja dan komitmen organisasi di kalangan generasi X. Namun, penelitian ini membuktikan bahwa kebermaknaan psikologis kerja pada generasi Y tidak dapat meningkatkan komitmen organisasi secara signifikan, dengan meningkatnya keterikatan kerja.*

**Kata-kata Kunci:** *kebermaknaan psikologis pekerjaan, keterikatan kerja, komitmen organisasi, generasi Y, generasi X*

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**Submitted:** July 2022, **Accepted:** August 2022, **Published:** September 2022

ISSN: 1412 - 3681 (printed), ISSN: 2442 - 4617 (online), Website: <http://journal.feb.unpad.ac.id/index.php/jbm>

## INTRODUCTION

In the world of work today, Baby Boomers, X, Y, or Millennials, and Z generations interact with each other to achieve organizational predetermined goals. The generation gap, such as differences in characteristics, mindsets, beliefs, and views, is unavoidable when these four generations work together, which sometimes creates misunderstanding among them.

The millennial generation is those born between 1981 and 2000. However, there is no definite year range because it varies according to the criteria and assumptions are given by experts. For example, on the American television show *Survivor* the 33rd session entitled "Millennials vs. X generation," the Millennial group is defined as people born between 1984 and 1997. Meanwhile, the United States Census Bureau institute used the year 1982-2000, and the Pew Research Center defines it as a person born from 1981.

Millennials are also known as the Y generation. In the world of work, they are the fastest-growing segment of workers with an increased range of 14 to 21 percent from 2001 to 2005 (DelCampo, 2010). Hence, the millennials later referred as the "largest demographic bulge" since the baby boomers. DelCampo, (2010) stated that the work-related values of this generation are passion, balance, leisure, and security. In its development, the millennial values correlate with the perspective of this generation in analyzing the concept of the world of work.

One is the tendency for more frequent change of jobs is the high level of turnover compared with their previous generation workforce (Annual Report 2015). This fact is a challenge for organizations in utilizing the services of the millennials as the manpower of their businesses (Hoffman & Lublin, 2014).

According to Harter et al., (2002), workers spend eight hours a day, which is approximately one-third of their life at work. (Peterson & Seligman, 2004.) stated that when work is in harmony with values/strengths, it becomes very meaningful in life and increases engagement (May et al., 2004). Psychological meaningfulness of work refers to the subjective sense that is considered to be meaningful in work. It is influenced by how employees perceive their work and its suitability with their concepts. Meaningful work increases job performance and presenteeism (Allan et al., 2018; (Moscoso & Salgado, 2021).

Meanwhile, work engagement is a positive, related-to-work mental attitude with characteristics of vigor, dedication, and absorption (Senthilkumar, 2002). It also has a positive impact on the organization by increasing job satisfaction and career commitment, decreasing the desire to leave the organization, and raising productivity (Saks, 2006). Work engagement increases when a person feels physically, emotionally, and cognitively attached to a role (May et al., 2004). Employees with high work engagement have higher energy levels, feel

motivated while facing challenges, and show increased work attachment that ultimately affects organizational commitment (Simons & Buitendach, 2013).

This study aims to explore how millennials and the X generation working in the HRD division respond to the psychological meaningfulness of work to improve their engagement and organizational commitment. According to survey an Asian HR in ASIA, (2015), one of the 10 most sought-after jobs globally is HR Manager, which recorded the biggest gap between job openings and the number of workers employed in 2016. Based on a survey conducted by Mercer (2014) Human Resource managers were the highest level of voluntary employee discharges for support functions in Southeast Asia. Robert Walters Global Salary Survey (2016) stated that organizations are willing to increase salaries by 25-50% to attract and retain HR managers. Therefore, by looking at this fact, it is interesting to examine how the millennial generation is compared to its predecessor, the X generation, in addressing the meaning of work and its engagement in organizational commitment.

## LITERATURE REVIEW

### *Meaning of Work*

Individuals tend to gauge how significant, important, and meaningful their lives impacts are on work. The search for and discovery of the meaning of life for humans has become an inner

force, that is unique and specific (Geldenhuis et al., 2014) Therefore, work must have a significant meaning for human beings with an understanding of their knowledge through two things, namely (1) meaning of work, and (2) psychological meaningfulness (van Zyl et al., 2010). Janik & Rothmann, 2015 said that the ability to express beliefs in work indicate that one's self-concept suits more to their role. Moreover, the relevance of work is important for career satisfaction and success (Lee & Lee, 2019).

People willing to develop and advance their careers with priority to the meaningfulness of work tend to work harder by dedicating time and energy to various activities (Beukes & Botha, 2013). This is usually characterized by an increase in power, influence, and social status, which are capable of improving employees' self-esteem, thereby increasing their commitment to work, high spirits, conformity to job roles, and high life satisfaction (van Zyl et al., 2010; Cooper et al., 2019) According to Hirschi, (2012), work is regarded as an antecedent of psychological meaningfulness, which reflects one's personal goals or relationships in work, (Walden et al., 2017). Besides effective leadership plays a role in bringing meaningfulness to work (Wang & Xu, 2017).

### *Psychological Meaningfulness*

People have feelings of psychological meaningfulness significance at work when they

bring valuable change to the organization. Conversely, the lack of psychological significance creates a feeling of unimportance and less development (Sungkit & Meiyanto, 2015). Good self-interpretation makes people feel inseparable from their work, with commitment and attachment to the organization Chalofsky & Krishna, (2009) thereby improving creativity (Cohen-Meitar et al., 2009).

Steger et al., (2012) state that three aspects represent psychological meaningfulness, namely positive meaning, meaning through work, and greater good motivation. Positive meaning is defined as the extent to which people find work significantly meaningful and in line with their life purposes. Meaningfulness of work refers to how strong the impact helps to understand life experiences. These three aspects explain that psychological meaningfulness derives from the experience of working, strategies used to build personal meaning, and its impact on others.

### ***Work Engagement***

Brown & Ryan, (2003) stated employees tend to have work engagement assuming they can identify themselves psychologically and their importance to the organization. More specifically, Schaufeli, Salanova, Gonzalez-Roma, & Bakker (2002) defined work engagement as a positive and work-related mental attitude consisting of vigor, dedication, and absorption characteristics. According to Brad Federman (2009), the characteristics of

employees with high work engagement are: (1) having a focus on completing jobs sequentially, (2) feeling of being part of a team, (3) feeling capable of working without pressure, and (4) working with changes and approaching challenges maturely. The workers are engaged when they feel compelled to expect success by move towards and challenging goals (Bakker & Leiter, 2010). In addition, employee engagement reflects their work energy capable of increasing organizational performance, (Pillay & Singh, 2018). Therefore, the characteristics of the engaged showed on the enthusiasm in applying it to their work. In consequences, there is a positive impact on driving force behind the importance of engagement in work on organizational commitment.

### ***Organizational Commitment***

To identify and familiarized by the organization, the organizational commitment is applied by employees (Mowday et al., 1982). Allen & Meyer, (1990) defined organizational commitment as a multidimensional construct with three dimensions. First, affective commitment is a feeling in which workers are emotionally connected to the company, by identifying and engaging in achieving its goals. Second, normative commitment is defined as the feeling of necessity to keep working in the organization. Meanwhile, continuous commitment occurs as a result of the awareness of the costs incurred by leaving the organization.

Each type of commitment contributes to employees' relationships, has implications for their continuous membership, and is capable of affecting various antecedents or having different consequences. Lockwood, N., (2007) stated that a person with a work engagement tends to demonstrate commitment to the organization by showing the following aspects. (1) discussing positive things about the organization with colleagues and referring it to employees and potential customers, (2) having a strong desire to become a member, despite having the opportunity to work elsewhere, and (3) demonstrating big effort to contribute to the success of the company's business.

### ***Hypothesis***

#### **Effect of Psychological Meaningfulness of Work on Work Engagement and Organizational Commitment**

Work meaningfulness is the essential predictor of work engagement (Fairlie, 2011). Job involvement shows work meaningfulness for a person and also describes the individual's attachment (Wollard & Shuck, 2011). Kahn, (1990) reported that the psychological meaningfulness of work for those with work engagement is higher than others. These findings are in accordance with the study by Costantini et al., (2017), stating that psychological capital with dimensions of hope, optimism, self-belief, and resilience has a positive association with work engagement. Another finding on the antecedent

of work engagement at a multinational oil company (Oliver & Rothman, 2007) showed that availability and psychological meaningfulness are significant predictors of work engagement. Simon and Buitendach (2013) stated that psychological capital proved to have a significant positive effect on work engagement and organizational commitment. In line with that, Asiwe et al., (2017) and Liu & Zhou, (2018) reported that there also a significant effect of psychological meaningfulness on organizational commitment.

In comprehensive study for teachers in Zambia conducted by Rothmann & Hamukang'andu, (2013), shows that callings have a relationship with psychological meaningfulness through work-role fit, which acts as a mediator. Conversely, it has no relationship with work engagement through work-role fit as a mediator. Meanwhile, Vatou & Gkorezis, (2018) also proved that work meaningfulness is significantly mediated to work passion.

Study by Ugwu & Onyishi, (2018) indicated that teachers with a high sense of calling are more engaged with their work. They also found that psychological meaningfulness significantly increases work engagement. Meanwhile, van Zyl et al., (2010) conducted a study related to work, role-playing, meaningfulness, and work engagement to the industrial organization psychologists in South Africa. The study found that there is a significant positive correlation of work-role fit, meaning of

work, and psychological meaningfulness with work engagement. In addition, the work-role fit is a mediating variable between meaningful and psychological work, thereby creating a mediating variable between meaningful work and engagement. From these preliminary studies, it can be understood that work engagement has deep meaning in psychology, (Purba et al., 2019).

From the study the following hypotheses were formulated:

H1a: Psychological meaningfulness of work effects work engagement significantly among X generation

H1b: Psychological meaningfulness of work effects work engagement significantly among the Y generation

H2a: Psychological meaningfulness of work effects organizational commitment significantly among X generation

H2b: Psychological meaningfulness of work effects organizational commitment significantly among the Y generation.

### ***Influence of Work Engagement on Organizational Commitment***

Work engagement has the ability to increase organizational commitment (Ogbuanya & Chukwuedo, 2017; Beukes & Botha, 2013) The results indicated that nurses who work as a calling have a positive relationship with work engagement and organizational commitment. In line with this, other studies also shown that psychological resources have an essential

influence on work engagement and organizational commitment (Youssef & Luthans, 2007). For example, studies conducted by Demerouti et al., (2001) and Macey & Schneider (2008) also showed a harmonizing correlation between work engagement and organizational commitment. Psychological meaningfulness is the mediating variable between co-worker relationships, work-role fit, and engagement. Conversely, it is the availability of a mediating variable between self-consciousness, resources, and work engagement.

H3a: Work engagement has a significant influence on organizational commitment among X generation

H3b: Work engagement has a significant influence on organizational commitment among the Y generation.

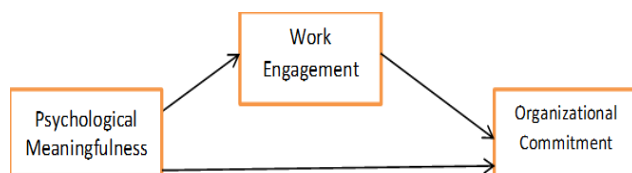
### ***Work Engagement as Mediating Variable***

Preliminary studies have been conducted to determine the relationship between work engagement and psychological meaningfulness across generations. Hoole & Bonnema, (2015) stated that there is a significant positive relationship between work engagement and psychological meaningfulness. Geldenhuys et al., (2014) also researched the relationship between psychological meaningfulness and organizational commitment with work engagement as a mediating factor for the employees of several companies in Gauteng, South Africa. The results indicate that psychological meaningfulness, work

engagement, and organizational commitment are positively related, but do not have an impact on negative commitment.

H4a: Work engagement significantly has intervening effect of psychological meaningfulness of work on organizational commitment among the X generation.

H4b: Work engagement significantly has intervening effect of psychological meaningfulness of work on organizational commitment among the Y generation.



**Figure 1.** Research Model

Source: Create for this research.

## METHODS

### *Sample and Procedure*

This study was conducted on Generation X and Y working in the HRD division in Indonesia. The aim was to analyze the impact of psychological meaningfulness and work engagement on organizational commitment

The non-probability sampling procedure applied in this study was the convenience sampling technique, a determination method used to obtain the sample based on its availability and easiness. Primary data was obtained through the distribution of questionnaires containing a list of

written statements. Invitations and paper-based surveys were sent to participants using G-Form via social media. Furthermore, data related to this study were collected at the end of 2019 until 2020.

## *Measures*

### *Psychological Meaningfulness Variable*

Kahn (1990) state that Psychological Meaningfulness is a feeling received by a person from the emotional energy, physical, and cognitive. It is measured using the Work as Meaning Inventory (WAMI) developed by Steger et al., (2012) which consists of three aspects, namely positive meaning work capable of contributing to employees' personal growth and greater good motivations, which fall into 10 items. The response for each item was categorized using the Likert scale, which ranges from 1 (strongly disagree) to 10 (strongly agree).

### *Work Engagement Variable*

Work engagement is measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al., (2006) consisting of 17 items divided into three dimensions namely vigor, dedication, and absorption. The response for each item used the Likert scale, which ranges from 1 (never) to 10 (always) for analysis.

### *Organizational Commitment*

This study adopted the commitment measurement of Allen & Meyer, (1990) to

determine whether the respondent from generations X and Y, will commit to working in the long term. Organizational commitment as a multidimensional construct categorized into three types, namely affective, normative, and continuance. Respondents were asked to rate how much they agreed to remain and proud to be a part of the organization, using a 10-point scale of 1(never) to 10 (always).

### ***Validity, Reliability, Compare mean, and Simple Mediation Model***

The item analysis and Product Moment Correlation were used to measure validity and the results showed that all data are valid. The reliability test technique used was Cronbach Alpha, in which all data are reliable with  $\alpha > 0.7$ . The independent sample t-test was compared with the mean to determine the difference in psychological meaningfulness, work engagement, and organizational commitment between the Millennial and X generation. Meanwhile, the hypothesis testing used a simple mediation model path analysis with SPSS 22.0 version and macro Process Hayes 2013.

## **RESULTS AND DISCUSSION**

### ***Description of Respondent's Characteristics***

The respondents were 307 employees in the HRD division contacted via the internet and physically. The study was conducted at the end of 2019 to 2020, with the age limit of millennials born from 1984, which was when computer technology, IT,

and the internet gained recognition in schools. Furthermore, data were collected from the X generation, ie those born from 1965 to 1984.

Of this total percentage, 52% were women and the rest men. Furthermore, 72% of the respondents were diploma graduates and 25% undergraduate (S1), of which 47% were married and the remaining single. The types of industry were at most 15% manufacturing, 15% retail trading, 13% banking, and 11% e-commerce. The duration of work was dominated by the period of 1 to 5 years as much as 77%, indicating that the respondents were dominated by the millennial generation with a duration of less than one decade. Most respondents were in managerial positions, approximately 56%, while 36% and 24% were in the HR and training sections. From the descriptions of respondents' characteristics above, they were dominated by people whose work is related to regulating and dealing with human resources. Therefore, this study aims to determine the psychological meaningfulness of work related to work engagement, which is capable of increasing commitment to the organization.

### ***Compare the mean***

After determining the independent sample t-test of the mean from the questionnaire results, it is assumed that the X generation feels more psychological meaningfulness, work engagement, and organizational commitment than the Y generation. The Y generation is more



dynamic, tends to be free, prefers to switch jobs, and considered less committed than the X generation. The data from the questionnaire show that although the scores for all variables are relatively high, the results on the Y generation appear to be lower.

X generation responded to the psychological meaningfulness higher than Y generation on the career of HR as indicated from the results of the questionnaire's items mean score. These findings support the assertion that the millennial generation has a high tendency to change jobs (high level of turnover) compared to the previous generation (Annual Report 2015, n.d.)

The results of the independent sample t-test are shown in Table 1.

to the psychological meaningfulness of their work, engagement, and commitment to the organization. Other interesting facts are that the item scores and the mean show differences in the two generations, with the X's score higher than the Y.

This study supports the preliminary works, which stated that psychological meaningfulness has a significant positive influence on work engagement. The findings also prove that both the X and Y generations responded equally. The psychological meaningfulness expressed in the positive meaning indicator, in relatively high scores, is perceived as greater among the X generation (7.95) than Y (7.39). These results indicate that employees of the X generation working in the HR division tend to feel more about the meaningfulness of work and its satisfaction than the Y generation. These results also show that the X generation is relatively more immersive in their tasks than in Y. These results are relevant to the indicators of meaning derived from occupations such as self-understanding, environment, and contribution to growth. The third indicator is illustrated under the same result in which the X generation (8.12) is relatively more strongly motivated in their work than the Y generation (7.60). However, both generations suggest that they sense high psychological meaningfulness in work, which is likely to affect the increased work engagement perceived.

Similar results were relatively found for work engagement with X generation scores relatively higher than Y generation. The highest

**Table 1. Independent Sample T-Test of X and Y Generations**

Variable	t	df	sig	mean	std.	95% ci	
				difference	error difference	lower	upper
P	4.3	30	0.	5.7102	1.3232	3.106	8.314
M	15	5	00	8	9	35	21
W	3.7	30	0.	5.5221	1.4615	2.646	8.398
E	78	5	00	8	3	23	14
O	3.8	30	0.	6.9410	1.8004	3.398	10.48
C	55	5	00	6	8	12	399

Source: Author Research.

**Description of Respondents' Perception**

The scale selected by the respondents for the answer on the questionnaire has a similar pattern in each dimension for X generation compared to Y on each item. This suggests that people working in the HRD division have a similar attitude in responding

scores with almost the same values are on the indicators of dedication and vigor. X generation scores highly on all vigor items which is 8 out of 10 except for those persisting in all situations. For this item, both X and Y generations give a moderate answer in point 6.

Unlike the X generation which has relatively high psychological meaningfulness, work engagement, and organizational commitment, the Y generation has a greater ability to feel the impact of work meaningfulness on organizational commitment. There are varying scores between X and Y generations on an organizational commitment that appear on the items concerned about corporate problems with values of 7.55 and 6.56. This difference is also indicated by the tendency in continuous commitment to respond to a moderate scale among X and Y generations of approximately 5.67 and 6.43.

**Path Analysis**

The regression test result obtained by using the macro Process Hayes 2013 shows the effect of psychological meaningfulness of work on organizational commitment and mediated by work engagement. The result is shown in table 2.

**Simple Mediation Effect on X generation**

The hypothesis was examined to determine the difference in the two groups of generation and analyzed using the SPSS software and macro Hayes 2013. Model template 4, n = 123; Y = OCX

(organizational commitment genX); X = PMX (Psychological Meaningfulness of Work genX); M = WEX (Work Engagement genX); number of bootstrap = 1000; Confidence level = 95%.

**Table 2. Simple Mediation Effect Work Engagement (X generation)**

Model	R	R-sq	MSE	
<b>outcome WEX</b>				
Model Summary	0.8216	0.6751	52.8110	
	coeff	se	t	
constant	3.8520	4.7120	0.8175	
PMX	0.9293	0.0586	15.8556	
<b>Outcome OCX</b>				
	R	R-sq	MSE	
Model Summary	0.7873	0.6198	91.1301	
	coeff	se	t	
constant	-8.9574	6.2068	-1.4432	
WEX	0.6408	0.1194	5.3663	
PMX	0.3990	0.1351	2.9542	
	effect	Boot SE	t	
<b>Direct effect of PMX on OCX</b>	0.3990	0.1351	2.9542	
<b>Indirect effect of PMX on OCX</b>				
WEX	0.5955	0.1796		
Model	F	df1	df2	p
<b>outcome WEX</b>				
Model Summary	251.3990	1.0000	121.000	.0000
	p	LLCI	ULCI	
constant	0,4153	-5.4767	13.1806	
PMX	,0000	0.8132	1.0453	
<b>Outcome OCX</b>				
	F	df1	df2	p
Model Summary	97.8307	2.0000	120.0000	.0000
	p	LLCI	ULCI	

constant	0.1516	-	3.3317
		21.2465	
WEX	0.0000	0.4044	0.8773
PMX	0.0038	0.1316	0.6664
	p	Boot LLCI	Boot ULCI
<b>Direct effect of PMX on OCX</b>	0.0038	0.1316	0.6664
<b>Indirect effect of PMX on OCX</b>			
WEX		0.2337	0.9066

Source: Author Research.

In X generation, the F value summary model is significant, therefore the model is declared fit. Psychological meaningfulness of work (PMX) significantly influences its engagement with p and coefficient values of 0.000 and 0.9293. These results indicate that in the X generation the psychological meaningfulness of work can increase the sense of being engaged in work, therefore hypothesis 1a is accepted. Furthermore, work engagement (WEX) also has a significant effect on organizational commitment (OCX) with p and coefficient values of 0.000 and 0.6408, therefore hypothesis 3a is accepted. These results also prove that the higher the WEX, the greater the organization's commitment perceived. PMX also has a direct significant effect on the increase of OCX, hence hypothesis 2a is accepted. It has a stronger indirect effect, with a coefficient of 0.5995, as opposed to its direct at 0.3990, therefore, hypothesis 4a is accepted. These results also confirm that in the X generation, the psychological

significance of the work is relatively high and capable of increasing the sense of engagement as shown in table 2.

Furthermore, work engagement increases the organizational commitment and mediates the influence of meaningfulness. These results support the view that the X generation enjoys their job and is more likely to be in a long-term career once they feel it is psychologically meaningful. This generation also has high morale and dedication and is able to tune in and enjoy work related to human resource management.

### Results for Y Generation

In the millennial group (Y generation), the path analysis test was also carried out with the same template model 4,  $n = 184$ ;  $Y = OCY$  (organizational commitment genY);  $X = PMY$  (Psychological Meaningfulness of Work genY);  $M = WEY$  (Work Engagement genY); number of bootstrap = 1000; Confidence level = 95%.

**Table 3. Simple Mediation Effect Work Engagement (Y generation)**

Model	R	R-sq	MSE
<b>outcome WEY</b>			
Model Summary	0.8729	0.7620	37.0879
	coeff	se	t
constant	2.1775	2.9400	0.7407
PMY	0.9490	0.0393	24.1395
<b>Outcome OCY</b>			
	R	R-sq	MSE
Model Summary	0.7914	0.6263	91.1046
	coeff	se	t
constant	-3.5826	4.6148	-0.7763
WEY	1.0837	0.1162	9.3280
PMY	-0.1223	0.1263	-0.9680
	effect	Boot SE	t

<b>Direct effect of PMY on OCY</b>	-0.1223	0.1263	-0.9680		sense of engagement in the work, therefore hypothesis 1b is proven. These results also prove that the Y generation has good psychological meaningfulness of work capable of improving the good sense of engagement.
<b>Indirect effect of PMY on OCY</b>					
WEY	1.0284	0.1217			Work engagement (WEY) also has a significant effect on organizational commitment (OCY) with p and coefficient values of 0.000 and 1.0837, therefore hypothesis 3b is accepted. Thus, this finding indicates that as the work engagement of Y higher, then the greater the organization's commitment perceived. However, PMY <b>directly</b> has an insignificant effect on the increase of OCY, therefore hypothesis 2b is rejected. This result supports the opinion that the Y generation is more dynamic and often shifts jobs with an increase in psychological meaningfulness and mediated by work engagement.
<b>Model Summary</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>	
Model	582.7169	1.0000	182.000	.0000	
	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>		
constant	0.4599	-3.6233	7.9784		
PMY	0.0000	0.8714	1.0266		
<b>Outcome OCY</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>	
Model	151.6531	2.0000	181.0000	0.0000	
	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>		
constant	0.4386	-12.6884	5.5231		
WEY	0.0000	0.8545	1,3129		
PMY	0.3344	-0.3715	0.1270		
	<b>p</b>	<b>Boot LLCI</b>	<b>Boot ULCI</b>		
<b>Direct effect of PMY on OCY</b>	0.3344	-0.3715	0.1270		
<b>Indirect effect of PMY on OCY</b>					
WEY		0.7911	1.2652		

Source: Author Research.

Table 3 shows that in the Y generation, the model summary F-value looks significant, therefore it is declared fit. The psychological significance of work (PMY) has a significant effect on work engagement with p and coefficient values of 0.000 and 0.9490. These results indicate that among the Y generation, the psychological significance of work perceived can increase the

**Discussion**

This study shows that the psychological meaningfulness in the X and Y generations is the best predictor of work engagement. The analysis is in accordance with the studies by (Fairlie, 2011; van Zyl et al., 2010; Oliver & Rothmann, 2007), and (Vatou & Gkorezis, 2018). The results also support other studies, which suggest that job involvement showing meaningful work for a person also describes their engagement Wollard & Shuck, (2011). The results obtained from both generations are found to be relevant to the findings of Kahn, (1990) which stated that psychological meaningfulness is higher for those with work

engagement. These findings are also relevant to Costantini et al., (2017) and Simon and Buitendach's (2013) studies, which indicate that psychological capital with the dimensions of hope, optimism, self-belief, and resilience have a positive association with work engagement.

Work engagement is predicted to increase organizational commitment, which is similar to the studies by (Beukes & Botha, (2013); Lutfiati, 2012; Macey & Schneider, 2008; Youssef & Luthans, 2007; , Demerouti et al., 2001; , Asiwe et al., 2017 and Liu & Zhou, 2018). These studies suggest that the three dimensions of work engagement, namely vigor, dedication, and absorption increase organizational commitment. This study reveals similar results for both X and Y generations, where both share a 'good' perception of work engagement capable of significantly increasing organizational commitment.

The findings of this study indicate that individuals working in the HR division are passionate, enthusiastic, and mentally proud of their work and feel to leave it for another. Therefore, with such indicators, it can be expected that their bond to their work can increase their commitment to the organization.

Interestingly, even though the Y generation perceives relatively high psychological meaningfulness of work, it cannot directly increase commitment to the organization except where they have high work engagement. Therefore, among the Y generation, engagement needs to be grown continuously for the meaningfulness of work to

increase commitment to the organization. This is in accordance with the preliminary study by Geldenhuys et al., (2014) which stated that work engagement can mediate psychological meaningfulness and increase organizational commitment. From these results, it is necessary to further examine the factors capable of improving work engagement to enable some of the commitment among the Y generation to be improved and prevent them from easily quitting their jobs. Y generation's characteristics which are more dynamic and free are different from the X generation in addressing organizational commitment. It is also evident that the perceived psychological meaningfulness of work among the Y generation is not associated with the concern or sense of engagement with the organization. Furthermore, for the Y generation, the meaningfulness of work is not the determinant of being committed to the organization.

The results indicate that the Y generation generally has a less strong engagement with the organization with feelings of benefit in other organizations. This indicates that for the Y generation leaving the organization is normal when there are better opportunities because they are more attracted to work. Therefore, they are more committed to suitable work and careers. These symptoms are unavoidable because millennials are accustomed to living with ease without attachment and like dynamic situations at work. They were born in the era of rapidly developing technology where creativity in work is important and this

should not be a problem for millennials with a passion for working in the IT field, unlike those in the HR field.

Therefore, to manage the Y generation working in the HR division it is necessary to give them opportunities to improve their skills by assigning exciting tasks to them. For example, advancing skills and the use of technology capable of making them work in accordance with those familiar with Information Technology and creativity. Therefore, it is important to implement Green HRM, which adopts many IT functions in HR, which is consistent with a dynamic business environment. Millennials are more challenged and have psychological meaningfulness in carrying out their work according to their characteristics. Furthermore, their work engagement increases when they are familiar with the technology. Conversely, the X generation is used to working with rules and routines and tends to be highly committed to the establishment. Inevitably, generation X will be replaced by generation Y in the field of Human Capital and other fields.

## CONCLUSION

In conclusion, this study proves that there are differences in psychological meaningfulness, work engagement, and organizational commitment perceived among X and Y generations working in the HR division. These differences show that the X generation has higher psychological meaningfulness, work engagement, and organizational commitment

than the Y generation. The results also support the assumption that the Y generation changes jobs more frequently, as evidenced by relatively moderate indicator answers to the concern and willingness to leave the organization, as opposed to the X generation. Research findings prove work engagement can mediate the influence of psychological meaningfulness on organizational commitment. However, the reverse is the case for millennials.

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