

THE ROLE OF ORGANIZATIONAL CULTURE IN SHAPING ORGANIZATIONAL COMMITMENT AMONG GENERATION Z IN THE WORKPLACE

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Abstract

Organizational culture is one of the key factors influencing employees' attitudes and behaviors within an organization, including the enhancement of organizational commitment. As the number of Generation Z individuals entering the workforce continues to increase, organizations are required to understand the characteristics of this generation in order to create a work environment that fosters employee engagement and commitment. This study aims to analyze the role of organizational culture in shaping organizational commitment among Generation Z in the workplace. This study adopts a qualitative approach using a literature study method. Data collection was conducted through documentation of various written sources, such as scientific journals, books, and other relevant documents aligned with the research topic. The collected data were then analyzed using a descriptive qualitative analysis method to understand the relationship between organizational culture and organizational commitment among Generation Z. The findings indicate that a positive organizational culture, characterized by open communication, teamwork, and leadership support, can enhance employees' emotional attachment and loyalty to the organization. Furthermore, Generation Z tends to be more attracted to organizations that offer flexible and inclusive work cultures, as well as opportunities for growth and innovation. Therefore, implementing an organizational culture that adapts to the characteristics of Generation Z is a crucial strategy for organizations to enhance employee commitment and support long-term sustainability.

Keywords: organizational culture, organizational commitment, Generation Z, human resource management.

INTRODUCTION

Human resource management (HRM) is a formal system design within an organization aimed at ensuring the effective and efficient utilization of human resources to achieve organizational goals. HRM encompasses all managerial decisions and practices that directly impact human resources in enhancing organizational effectiveness. Its primary objective is to establish an effective organizational unit (Ahmad Mukhtar et al., 2024).

To achieve optimal organizational performance, organizations must strive to fulfill their objectives by utilizing available resources efficiently while ensuring long-term sustainability. This implies that organizational performance is achieved when tasks are carried out effectively and efficiently, while also aligning with the expectations of stakeholders. One of the key factors determining the success of an organization in achieving its vision and mission is the quality of its human resources. Human resources are the most crucial asset, as

they serve as the main drivers of organizational activities. Therefore, improving the quality and capabilities of human resources is essential for enhancing competitiveness and responding to external challenges. In essence, HRM focuses on how individuals within an organization are managed to achieve predetermined goals (Pahira et al., 2023).

The role of HRM has become increasingly critical in strengthening competitive advantage. Numerous studies indicate that HRM plays a strategic role in enhancing organizational commitment and employee competencies. Organizations that aim to remain competitive continuously focus on improving employee commitment due to its benefits, such as increased performance, reduced turnover, and enhanced knowledge sharing. Organizational commitment reflects employees' level of attachment and belief in the organization (Raharjo et al., 2023).

According to a study conducted by the IDN Research Institute (2024) in the *Indonesia Gen Z Report 2024*, approximately 70.72% of Indonesia's population is of productive age (15–64 years). Generation Z, born between 1997 and 2012, represents the largest generational group, accounting for 27.94% of the total population (approximately 74.93 million individuals). Most of this generation has already entered the productive age group, while the rest will join the workforce in the coming years (Sunaryanto et al., 2025). Generation Z grew up in the digital era and possesses distinct characteristics compared to previous generations, particularly in terms of personality and work motivation. They tend to prioritize work-life balance, job satisfaction over salary, teamwork, and meaningful work (Putri, 2024).

Organizational culture has become an increasingly prominent concept in management studies. It reflects the personality of an organization and is influenced by the surrounding cultural context of its members. According to Schein, organizational culture is defined as a pattern of basic assumptions developed by a group as it learns to address problems of external adaptation and internal integration. These assumptions, once proven effective, are taught to new members as the appropriate way to perceive, think, and understand organizational issues (Ariwibowo, 2010).

A positive organizational culture can enhance employee performance, whereas a negative culture may hinder the achievement of organizational goals. Organizational culture plays a significant role in determining organizational success and is closely related to employee performance and organizational commitment. Organizational commitment reflects employees' willingness to support organizational goals and remain engaged. Therefore, this study aims to understand how organizational culture can shape and enhance organizational commitment among Generation Z, considering their increasing dominance in the workforce and their distinct characteristics .

LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is a fundamental foundation in modern organizational management. Mathis and Jackson define HRM as a formal system designed to ensure the effective and efficient utilization of human talent to achieve organizational objectives. Dessler further emphasizes that HRM includes all managerial decisions and practices that directly impact human resources in enhancing organizational effectiveness. The fundamental functions of HRM focus on establishing effective work units through activities

ranging from workforce planning to managing employment relationships (Mondy & Martocchio).

In the context of global competition, individual capabilities have become a key determinant of competitive advantage, making HRM increasingly strategic. This strategic approach has been proven to strengthen employee commitment, leading to improved performance, reduced turnover, and enhanced knowledge exchange (Allen & Meyer). Therefore, effective HRM extends beyond technical aspects and includes the development of psychological attachment between employees and the organization .

Organizational Culture Theory

a. Definition of Organizational Culture

Schein defines organizational culture as a pattern of basic assumptions that evolve through collective learning processes in addressing external adaptation and internal integration challenges. These assumptions, once proven effective, are transmitted to new members as guidelines for perception, thinking, and behavior. Robbins and Judge, as well as Luthans, emphasize the collective dimension of culture as a system of shared meanings and norms that guide individual behavior in accordance with workplace expectations. Denison further expands this perspective by linking organizational culture to values and beliefs that underlie management systems and are reflected in organizational practices.

Thus, organizational culture can be understood as a system of shared values, norms, and beliefs that shape the mindset, attitudes, and behaviors of organizational members .

Organizational Commitment Theory

a. Definition of Organizational Commitment

Organizational commitment refers to the psychological attachment that binds individuals to their organization and influences their decision to remain or leave. Allen and Meyer identify this as a key indicator of employee retention. Mowday et al. further describe organizational commitment through three elements: internalization of organizational values, willingness to exert maximum effort, and a strong desire to remain within the organization. Robbins and Judge also highlight the importance of affiliation and alignment with organizational goals. Overall, organizational commitment reflects loyalty and active contribution toward organizational success.

b. Dimensions of Organizational Commitment

Allen and Meyer propose a three-component model of organizational commitment:

- **Affective Commitment:** Emotional attachment, identification, and involvement in the organization. Employees remain because they *want to*.
- **Continuance Commitment:** Awareness of the costs associated with leaving the organization. Employees remain because they *need to*.
- **Normative Commitment:** A sense of obligation to remain in the organization. Employees stay because they *ought to*.

These dimensions collectively explain employees' attachment and motivation to remain within an organization .

Generation Z in the Workplace

a. Characteristics of Generation Z

Generation Z refers to individuals born between 1997 and 2012 (Dimock, 2019), characterized by their upbringing in a highly digital environment. Data from Statistics Indonesia (BPS) indicate that Generation Z constitutes approximately 27.94% of the population, making it the largest demographic group. As digital natives, they integrate technology into daily activities and exhibit high technological literacy.

In the workplace, Generation Z demonstrates a strong preference for organizations whose values align with their personal principles. Their work motivation is driven by flexibility, work-life balance, and meaningful work beyond financial compensation (Deloitte, 2023). These characteristics distinguish them from previous generations and require organizations to adapt their management strategies accordingly.

Previous Studies

Previous studies indicate that organizational culture plays a significant role in shaping employee behavior, including both performance and commitment. Jayanti et al. (2025) identify value congruence as a dominant predictor of Generation Z commitment, although their study is limited to a literature review. Empirical studies by Ellys & Ie (2020) demonstrate a significant relationship between organizational culture and commitment through multiple regression analysis. Similarly, Karida & Dhamanti (2024) confirm this relationship within the healthcare sector.

Widiaty (2024) further contributes by examining the influence of organizational culture on Generation Z employee performance in the banking sector, showing that innovative, collaborative, and flexible cultures positively affect performance. However, studies specifically examining the relationship between organizational culture and organizational commitment among Generation Z in Indonesia's banking sector remain limited. This research aims to address this gap by providing more focused empirical insights .

Conceptual Framework

The conceptual framework of this study is developed based on theoretical and empirical foundations. The independent variable, organizational culture (X), is operationalized into three dimensions based on Schein (2010): artifacts, espoused values, and basic assumptions. The dependent variable, organizational commitment (Y), is measured using the three components proposed by Allen and Meyer (1997): affective, continuance, and normative commitment. The population of this study is Generation Z, which serves as the specific context for analyzing the relationship between these variables.

This framework positions organizational culture as the primary factor influencing the formation of organizational commitment among Generation Z employees. The stronger and more conducive the organizational culture, the higher the level of employee commitment. This relationship is mediated by value congruence between individuals and the organization,

where alignment between Generation Z's personal values and organizational values becomes a crucial foundation for fostering authentic and sustainable commitment .

METHOD

This study employs a qualitative approach aimed at understanding and explaining phenomena related to “The Role of Organizational Culture in Shaping Organizational Commitment among Generation Z in the Workplace.” Qualitative research is defined as a method that utilizes descriptive data in the form of written or spoken language from individuals as well as observed behaviors. This approach is used to analyze and interpret phenomena related to individuals or groups, events, social dynamics, and perceptions. According to Sugiyono, qualitative research is grounded in a post-positivist philosophy and is applied to examine natural settings rather than experimental conditions. Data are collected from targeted sources to obtain in-depth insights into concepts and theories relevant to the research topic.

The data collection technique used in this study is documentation, which involves gathering various written sources aligned with the research topic. The data were obtained from scientific journals, research articles, and other relevant documents. The collected data were then analyzed using descriptive qualitative analysis. The analysis process was conducted through several stages, including data collection, classification of data relevant to the research topic, and interpretation to gain a deeper understanding of the phenomenon under study .

RESULTS AND DISCUSSION

Based on the literature review, organizational culture plays a significant role in shaping organizational commitment among employees, particularly Generation Z in the workplace. Organizational culture not only functions as a set of values and norms that regulate behavior but also acts as a social mechanism that shapes interaction patterns, attitudes, and employees' emotional attachment to the organization. According to Schein, organizational culture consists of basic assumptions learned by a group in addressing external adaptation and internal integration, serving as a guide for members' actions.

In the context of organizational commitment, organizational culture influences employees' emotional attachment to the organization. A strong organizational culture creates a conducive work environment, fosters a sense of belonging, and strengthens organizational identity. This aligns with Robbins and Judge's perspective that organizational culture enhances commitment to shared goals and contributes to social system stability. When organizational values align with individual values, employees tend to exhibit higher affective commitment toward the organization.

Furthermore, organizational culture contributes to the development of the three dimensions of organizational commitment proposed by Allen and Meyer: affective, continuance, and normative commitment. A positive organizational culture strengthens affective commitment through emotional connections, enhances continuance commitment by providing stability and career security, and reinforces normative commitment by promoting values such as responsibility and loyalty.

The findings imply that organizations need to develop work cultures that are adaptive to the characteristics of Generation Z. Implementing organizational cultures that emphasize collaboration, work flexibility, recognition of employee contributions, and support for competency development can serve as effective strategies to enhance organizational commitment. Increased employee commitment leads to improved performance, reduced turnover, and a more productive work environment.

Thus, organizational culture can be regarded as a strategic factor in human resource management in the modern era, particularly in addressing the growing dominance of Generation Z in the workforce. Organizations that establish positive and adaptive cultures are better positioned to maintain employee engagement and ensure long-term sustainability .

CONCLUSION

Based on the literature review, it can be concluded that organizational culture plays a crucial role in enhancing employee attachment and loyalty, particularly among Generation Z in the workplace. A strong organizational culture characterized by teamwork, open communication, and leadership support fosters a conducive work environment and encourages employees to contribute optimally toward achieving organizational goals.

In addition, Generation Z's characteristics as digital natives shape their preference for flexible, inclusive work environments that provide opportunities for growth and innovation. Therefore, organizations must adapt their work culture to align with these preferences. Organizational cultures that promote participation, recognize employee contributions, and support competency development are likely to enhance organizational commitment among Generation Z.

In conclusion, developing a positive and adaptive organizational culture is a critical strategy for organizations to enhance employee commitment and maintain long-term sustainability in an increasingly dynamic work environment .

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