WORK VALUES, EMOTIONAL INTELLIGENCE, WORK ENVIRONMENT AND CAREER COMMITMENT AMONG GEN Y

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Abstract: This article reviews the relationship between work values, emotional intelligence, work environment and career commitment in Indonesia banking industry. The future banking industry will be filled by Generation Y or millennial who has different behavior and characteristics of previous generations. Generation Y, known as a generation that is very expressive, confident but does not have a career commitment and is not interested in details and has a different view from the previous generation. Generation Y tend to think that they are able to compete with other companies and there is no emotional connection or loyalty to the company as the previous workforce. If they feel their expectations of career aren't being met, they will switch jobs. A pilot test of 50 respondents at Mandiri bank, Jakarta were surveyed. This finding report the significant and positive impact of work values, emotional intelligence and work environment on career commitment. The result indicated that career commitment was influenced by work values, emotional intelligence and work environment. The discussion outlines the results of the research while the implications are taken to put forward the theoretical and practical contributions of this research.
Keyword: Career Commitment, Work Values, Emotional Intelligence, Work Environment, Generation Y

INTRODUCTION

The current labor consists of individuals from three generations, namely known as the Baby Boomer born in 1943 to 1960; Generation X born in 1961 to 1979 and Generation Y born in 1980 to 2000 (McCrindle, 2014), dominated the current labor market. Researchers (Kessler et al., 2005; Thornton & YoungDeMarco, 2001; Twenge, Zhang, & Im, 2004; Wells & Twenge, 2005; Twenge & Campbell, 2008) found that personality character, behavior, psychological health, and attitude are things that differentiate between the generations. The banking industry will be filled by Generation Y or millennial which has different behavior and characteristics of previous generations. The next few years can be predicted as many organizations are led by Generation Y replaces the previous generation. In addition, the talent crisis caused by the retirement of older workers emerged in several studies (Twenge, 2010; Hyuber, 2011; Cogin, 2012; Marais, 2013; Shahrul Nizam, Mohd Nur Ruzainy, Siti Sarah & Noor Idayu, 2016; Abdelbaset & Nizar, 2016) highlighted the rise of Generation Y in the world of the workplace.

Generation Y are usually labeled as an individualistic generation, they like to express themselves, want work autonomy, work identity and difficult tasks (Johnson, 2002). Generation Y are born in 1980s and because of differences in life experience, they believed they embrace totally different values of work compared to previous generations. The same thing was mentioned by Macky, Gardner & Forsyth, (2008), Krahn & Galambos (2014), Cogin (2012) that Gen Y employees have work values, faith, personality traits and distinction in career attitudes compared to other generations. Researcher in Western countries (Yankelovich, 1994; van de Velde, Mandy, Feiji & Emmerik, 1988; Jurkiewicz & Brown, 1998; Zuboff & Maxmin, 2002) confirms the above contention. Twenge (2010) states that the different experiences experienced by Generation Y have contributed to forming different expectations of work values and new preferences to the workplace.

The idea that different work values between the labor force have been through empirical observation even by using longitudinal studies that isolate career impacts from generation effects (Twenge et al., 2012). The differences in beliefs and work values of Generation Y employees can cause conflict in the work, miscommunication, misunderstanding, reduce job satisfaction and employee productivity (Cennamo & Gardner, 2008; Macky et al., 2008). Therefore, the importance of understanding the value of work of Generation Y so that it will not cause conflict in the workplace among generation. Additionally, work values were found have the positive impact on career commitment of Generation Y academicians (Ching and Kee, 2012).

Today many Generation Y have difficulty in determining career interests, confused in choosing a career that suits their desires. This is triggered by the feeling of being quickly bored and wanting to try new things and will lead to dysfunctional emotions. Complex managerial work, many demands, pressure from superiors and work environment will cause stress and unstable emotions. Emotional intelligence allows people to manage their stress successfully and avoid its negative impacts on an individual's attitude against their profession (Goleman, 2006). Also, emotional intelligence has been found to be a predictor of human behavior (Mayer et al., 2000). This is the capability to understand and state feelings, assimilate emotions within the mind, feel and reason with emotions and manage emotions in yourself and others (Mayer et al., 2000). Generation Y who has emotional intelligence is expected to be able to manage, acknowledge and use their emotions to get rid of these obstacles and may improve their careers higher than an individual with lower emotional intelligence (Carmeli, 2003).

Meister &Willyerd (2010) stated that Generation Y expects a work environment that would encourage them to do brainstorming and think innovative so that they can generate creative ideas. Generation Y seeks a pleasant work environment that is a physical and social place for them, they hope the organization provides them with opportunities to learn, socialize and work (Aruna and Anitha, 2015). (Aruna and Anitha, 2015). However, Jahn, Riphahn & Schnabel (2012) commented that organizations are facing difficulties to make an attempt to seek out the right balance between building a work environment that is appropriate for young employees and senior employees that helps them maintain their knowledge and abilities. For senior employees to adapt their work environment to young employees it will be very challenging and annoying because senior employees have very different values of work from young employees and consider young employees to be disloyal. Generation Y may be the most loyal employees when they find organizations that best understand their desires even though there is a reputation for switching careers after several years. A comfortable work environment and facilitating their needs can make employees more committed to their careers and increase their level of quality of motivation and satisfaction (Danish et al, 2013).

In line with above statement, the biggest problems organization have with Generation Y employees is what seems to be their lack of commitment (Kompas, 2017) because Generation Y employee has the tendency to change careers and difficult to make them stick with their career. If they feel their expectations of career are not met, they simply switch jobs and is often influenced by shallowness, self-interest and their high narcissism (Merari & Suyasa, 2015). In other words, getting committed young workers, especially Generation Y has become the biggest challenges faced by business organizations today. Therefore, organizations are required to recognize the characteristics of Generation Y who are proficient in using technology, independent, optimistic, entrepreneurial, young and energetic so that organizations can determine strategies that can make them committed to their careers (Huybers, 2011).

From the above explanation, factors that can increase Generation Y career commitment comprise of work values, emotional intelligence and work environment. As the banking industry is competing against each other to provide a conducive working environment, understanding the Gen Y work values and developing their emotional intelligence are expected to minimize the switch career phenomenon. Thus, lack of career commitment phenomenon in the banking sectors needs attention because the success of an organization relies on its capability to manage numerous sort the resources, particularly among the Generation Y. If the organization want Generation Y to be committed to their career, they must understand their character, desire and needs. The organization needs to change the conventional strategies, policies, and procedures to make it easier for them to remain with their career.

The objective of this paper is to examine if work values, emotional intelligence and work environment as antecedent of career commitment among Gen Y in the Indonesian banking industry.

LITERATURE REVIEW

Career Commitment

Career commitment is employee beliefs, feelings, and acceptance of organizational goals and values as dispositions to belong to the organization to strengthen career ladder in the organization (Khulida & Tan, 2015; Vandenberg & Scarpello, 2004). Koslowsky, Weisberg and Yaniv (2012) defines career commitments as one's behaviour towards one's job and involvement in one's career. Based on these concepts, the committed employee would attach their employment longer once the organization can fulfill the employees' interest and need for the career (Hall, 1968; Kalleberg & Berg, 1987). Meanwhile, Goulet and Singh (2002) argue that career commitment is the degree at which a person recognizes and rewards his work and time and effort spent acquiring essential knowledge.

They claim that if one applies the vitality and steadiness in seeking the goals of the individual profession, he is thought of owning high career commitment.

Similarly, Elizur and Koslowsky (2001) expressed that positive results of career commitment decrease employee turnover rate, negatively affects employee intention to leave and examples of less sustainable absences. Employees who have high career commitments will have high motivation to complete their work, perform well in their careers, and help their organizations to be successful (Ahmed, 2017). This means individuals who are focused on their careers might set high career goals for themselves and try harder and keep trying even though there are obstacles to achieving their career goals.

Work Values

Work values are expressions of needs or goals sought by individuals to be achieved through financial and individual achievements of their professions (Kuron et al., & Silva et al., 2015). These values focus on what individuals want from work rather than the general results of the work itself (Twenge et al., 2010; Hauff and Kirchner, 2015). Among other things, a sense of security in work and financial safety are important elements for most employees when it comes to their work values. In work life, these values continually influence career development and individual career choices (Twenge and Campbell, 2008; Choi et al., 2013).

However, work values have the biggest influence in choosing a career. Work values determine what is the significant for humans, what they consider to make one or several career choices. Work motivation and job satisfaction are significantly higher if the values of work that are owned can be realized (Greenhaus & Callanan, 2006 Macky et al. (2008) argue that each generation has different cultures, demographic factors, society and work values.

A work value is found to be a positive factor for career commitment and personal complicity experienced by employees in the workplace (Ho, 2006). Work values plays an important key in career advancement and career choice (Choi et al., 2013) It was also found that appropriateness between work values and types of work can improve positive individual and organizational outcomes, such as planning and recruitment organizational work, individual career decision making, work choices and adjustment (Wöhrmann, Fasbender & Deller, 2016). (Wöhrmann, Fasbender & Deller, 2016). This is because career commitment is considered a

manifestation of the individual's own self, and it reflects the standard of work values chosen by each individual (Werkmeister, 1967).

The study by Ching and Kee (2012) found that work values affect the career commitment of Generation Y academics in Malaysia, as it indicates that academics prefer work values which are related to security and the environment. Thus, it is hypothesized that:

H1: There is a positive relationship between work value and career commitment

Emotional Intelligence

Szekely, Griffin and Clavelle (2016) define emotional intelligence (EI) as a capability of people to acknowledge their abilities and others, to distinguish between different feelings and labels correctly by using emotional information to guide their thinking and behavior. Emotional intelligence is very important in a multigenerational workplace because employees who have emotional intelligence can control their emotions in resolving work conflicts and the demands of work, this can create a reciprocal relationship between workers and employers so as to increase employee productivity, job satisfaction, employee happiness, increase career commitment and employee leadership skills towards an organization (Yazdanifard, 2014).

By building emotional intelligence of employees, individuals are more productive and successful in doing work, processes and results of developing emotional intelligence are also known to help reduce stress for individuals. Therefore, organizations try to promote stability, continuity, harmony and how to handle conflict in the work environment for employees (Goleman, 2006).

The study by Chika & Emanuel (2014), reveal that emotional intelligence correlates with career commitment of bank employees. This development shows that for employees to enjoy their work and commit to it, they need to develop emotional intelligence competencies. Working in a bank requires a banker to have the ability to understand their customers' emotions, feelings, and sensitivities toward their verbal and nonverbal attitudes and behaviors. If this quality is lacking, bankers can often experience frustrating conflicts with their customers and this can negatively affect their commitment to their work. This makes a banker think of switching careers because they cannot stand the pressure to face customers. Thus, emotional intelligence has been found as a predictor of human behavior (Chika & Emanuel, 2014). This is the ability of people to recognize their abilities

and that of others, to distinguish between different feelings and labels correctly and to use emotional information to guide their thinking and behavior (Szekely, Griffin and Clavelle, 2016). Thus, in this study, it was hypothesized that:

H2: There is a positive relationship between emotional intelligence and career commitment

Work Environment

Mehboob and Bhutto (2012) define the work environment as a place in which individuals work. The physical, psychological and social aspects that characterize work conditions are a comprehensive work environment concept. The work environment implicates all the feature who reacts and acts on the body and mind of an employee (Mehboob & Bhutto, 2012). An effective work environment encourages employees who are happier with their work which ultimately affects organizational growth (Jain & Kaur, 2014). Also, Brenner (2004) states that an effective, attractive, creative, comfortable, satisfying and motivating work environment gives employees pride and objective in what they do. In addition, the workplace environment plays an important key in motivating employees to do assigned work (Chandrasekar, 2011). A safe and facilitative work environment can attract employees because of the tendency of their needs to be fulfilled. For example, a good work environment is an environment that can support work activities such as: facilities for carrying out work tasks, a comfortable workplace, safety, and the absence of noise.

Danish, Ramzan, and Ahmad (2013) stated that a work environment is connected to a particular organizational atmosphere in which employees perform their duties. Certainly, a safe work environment and facilitative can fascinate employees because their needs tend to be fulfilled. Organizations must configure their work environment as comfortable as possible to successfully enhance career commitment and motivation that will ultimately produce beneficial results. For instance, a good work environment is an environment that consists of all factors about work such as facilities to carry out jobs, a good workplace, security, and lack of noise (Danish, Ramzan, and Ahmad, 2013). Employees who feel uncomfortable in their work environment tend to work ineffectively and do not enjoy the work process rather than employees who feel comfortable in their work environment (Khuong & Le Vu, 2014).

Oludeyi (2013) found work environment influences career commitment among school teachers and they are committed to their careers because of the comfort of their work environment. Butt, Khan, Rasli and Iqbal (2012) also found work environment had positive impact on nurses' career commitment in physical hospitals. Onuka (2012) states that one of the factors that significantly influences career commitment is the work environment, regardless of the scope of the work itself. Ali et al (2010) stated that employees feel happy to come to work if their work environment is positive and comfortable, this will be their motivation to maintain and increase productivity. Frequent and open communication is needed to make employees happy and productive (Akintanyo, 2010). Organizations that provide employee-friendly work environments provide good trust among employees that organizations care about them and this will be a major factor closely related to their career commitments. The positive effects of an organization's work environment can change employee career commitments (Cicek, Sehitoglu & Karaboga, 2016). Therefore, it is hypothesized that:

H3: There is a positive relationship between work environment and career commitment

Work values, emotional intelligence and work values were chosen because those variables have strong impact on Generation Y's career commitment and a combination of these variables has not been used to examine the career commitment of Generation Y bank employees, particularly in the Indonesian banking industry.

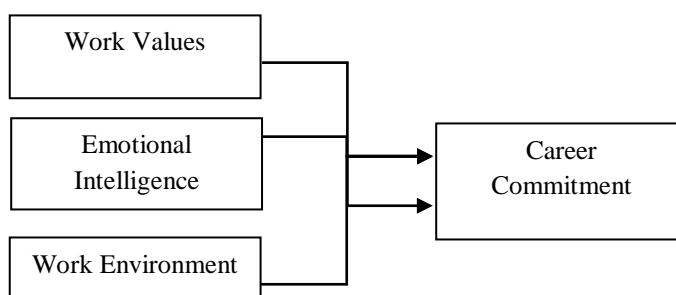**CONCEPTUAL FRAMEWORK**

Figure 1: Framework

Figure 1 shows the framework of this study. This study proposes that work values, emotional intelligence and work environment have a direct relationship with career commitment. Work values, emotional intelligence and work environment are the independent variables while career commitment being the dependent variable. The objective of this study is to examine the influence of work values, emotional intelligence and work environment on career commitment.

METHODOLOGY

This study used the quantitative approach to examine the relationship between work values, emotional intelligence and work environment on career commitment. The study was carried out at Mandiri bank in Jakarta, Indonesia. A set of questionnaire with 7-Point Likert Scale was employed as an instrument for this study. This study used the Statistical Package for Social Science (SPSS) version 23.0 for data analysis. The data were analyzed using frequency statistics, standard deviation, mean Pearson correlation and regression.

The questionnaires were distributed to Gen Y (born between 1980 to 2000) employees in Jakarta, Indonesia. The work values instruments were adapted from Elizur (1984) and reported reliability result of 0.88. The emotional intelligence was assessed using Wong and Law Emotional Intelligence Scale (WLEIS) (Law, Wong & Song, 2004), which reported reliability result of 0.83. The work environment instrument was adapted from Broadfoot & Ashkanasy, (1994); Cammann, Fichman, Jenkins & Klesh, (1979) and Smith, (1976). The reliability coefficient (α) for the items are 0.70. Meanwhile, the career commitment instrument was taken from Colarelli and Bishop (1990) which reported reliability result of 0.94.

FINDINGS

Table 1 represents the demographic characteristics of the 50 respondents involved in the study. The respondents consisted of 18 (36%) male and 32 (64%) female. It shows that 22 (44%) respondents were single and 28 (56%) were married. The demographic result showed that 4 (8%) respondents were 18 to 24 years old, 34 (68%) were 25 to 31 years old and 12 (24%) of them were in the age group of 32 to 38 years old. The result revealed that the vast majority (72%) of the respondents were degree holders.

Table 1: Demographic Characteristics

Demographic	Frequency	Percentage (%)
Gender		
Male	18	36%
Female	32	64%
Marital status		
Single	22	44%
Married	24	56%
Age		
18 to 24 years old	4	8%
25 to 31 years old	34	68%
32 to 38 years old	12	24%
Education Level		
Diploma	1	2%
Degree	36	72%
Master	10	20%
Others	3	6%

Note: n=50

Reliability, standard deviations, means and correlations of the variables are shown in Table 2. There were significant relationships between work values, emotional intelligence, work environment and career commitment. In addition, the reliability results that indicated the overall Cronbach's alpha values for work values, emotional intelligence and work environment were 0.83, 0.81 and 0.82 respectively. Meanwhile, the Cronbach's alpha for career commitment was 0.84.

Table 2: Reliability, Means, Standard Deviations and Correlations of the Study Variables

Variables	α	M	SD	1	2	3	4
1.Career Commitment	.89	72.3	16.9	1			
2. Work Values	.98	113.2	29.4	.625**	1		
3.Emotional Intelligence	.96	78.3	17.2	.583**	.791**	1	
4.Work Environment	.95	67.6	17.2	.661**	.684**	.642**	1

Notes: n=50; **p<0.01; α = alpha reliability values, M=Mean, SD= standard deviation

To determine the dimensions of work values, emotional intelligence and work environment that influence career commitment, regression analysis was performed. Table 3 indicated that 49% ($R^2 = 0.49$) of the variance in career commitment had been significantly explained by work values, emotional intelligence and work environment. The results also showed that only work environment ($\beta = 0.415$, $p < 0.01$) was the influencing factor in explaining career commitment compared to emotional intelligence ($\beta = 0.125$, $p < 0.01$) and work values (($\beta = 0.243$, $p < 0.01$).

Table 3: Multiple Regressions Results of Work Values, Emotional Intelligence and Work Environment on Career Commitment

	Unstandardized Coefficients		Standardized Coefficients		
	Beta	Std error	Beta	t	Sig.
(Constant	19.322	8.559		2.258	.029
Work Values	.140	.106	.243	1.319	.194
Emotional Intelligence	.123	.172	.125	.713	.479
Work Environment	.408	.144	.415	2.823	.007**
R^2 = .49					
F= 15.21					

Notes: **p<0.01

DISCUSSION AND CONCLUSION

This paper examines the relationship between work values, emotional intelligence, work environment and career commitment. The results of this study shows a significant positive relationship between work values, emotional intelligence and work environment with career commitment. Gen Y in this organization believes that work values, emotional intelligence, and work environment are reasons for their willingness to remain and commit to a career. Therefore, organizations need to emphasize work values, emotional intelligence, and work environment factors to influence employee career commitments.

The results showed that the work environment ($\beta = 0.415$, $p < 0.01$) being the most influencing factor in explaining career commitment compared to emotional intelligence ($\beta = 0.125$, $p < 0.01$) and work value ($\beta = 0.243$, $p < 0.01$). This indicated that Gen Y employees' at Mandiri bank feel comfortable with their work environment. This can be explained by the fact that employees have a positive perception of the work environment of the organization, where they find that the organization provides a comfortable work environment for them. Organizations that provide an employee-friendly work environment provide good trust among employees that the organization cares about them and this will be a major factor that is closely related to their career commitment. The positive effects of an organization's work environment can change employee career commitment (Cicek, Sehitoglu & Karaboga, 2016).

The regression results as illustrated in Table 3 show that the work values of Gen Y employees ($\beta = 0.243$, $p < 0.01$), which means the organization has not been able to meet their work values needs. Meanwhile, the results of the regression of emotional intelligence ($\beta = 0.125$, $p < 0.01$), this means that young employees do not have emotional intelligence, employees still cannot control emotions in the work environment. This finding implies that organizations must be more familiar with the characteristics of Gen Y so that they know the work values they carry and train their emotional intelligence and handle conflicts in the work environment if the company wants to increase the career commitment of young employees. After that, the organization can determine what strategies must be made to maintain their career commitments.

Suggestions for future research are to examine the relationship of other variables and career commitments across companies and industries. In the future, researchers can combine perceptions from sources other than the same respondents. It is important to provide a more objective picture of the level of respondent's career commitment. Other models can also be used to measure career commitments such as adding mediator or mediating variables such as self-efficacy.

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