CAUSAL ANTECEDENTS THAT AFFECT THE ORGANIZATIONAL ENGAGEMENT OF GENERATION Y EMPLOYEES IN GOVERNMENT SAVINGS BANK.

Chatchawan Duangbubpha[1] Pol.Col. Dr. Noppadol Burananat[2]
Assoc Prof Dr. Amnuay Pinphila [3]
Suan Sunandha Rajabhat University, Graduate School, Thailand
E-mail: Chatchawan.du@gmail.com[1], nopadol.B@hotmail.com[2,], dr.amnuay_@hotmail.com[3]

ABSTRACT

The purpose of this research were to study (1) the level of organizational climate, leadership, organizational culture, job satisfaction, and organizational engagement of generation Y employees in the Government Savings Bank. (2) to study the factors that affect the organizational engagement of generation Y employees in the Government Savings Bank. The population of the study were the sample group consisted of generation Y employees 343 people by using descriptive statistics and multiple regression analysis in data analysis. The results showed that (1) the level of organizational climate, leadership, organizational culture, job satisfaction and organizational engagement of generation Y employees in the Government Savings Bank were at a high level. (2) Organizational climate, leadership, organizational culture, job satisfaction, these have an impact on organizational engagement.

Keyword: Organizational Climate, Leadership, Organizational Culture, Job Satisfaction, Organizational Engagement, Generation Y Employees

INTRODUCTION

Generation Y is a group of people who do not like to follow the rules, are intelligent and accept the change easily and love the progress of work by mainly focusing on success. Including the use of technology as part of life. But these groups tend to dislike long-term planning, have low tolerance but have expectations and very private person. (Gursoy et.al., 2008, 448-458) Prefer to communicate via instant chat online rather than talking on the phone (Curtis, 2008) has resigned from the job because of his loyalty to the organization is low. Causing generation Y people to not be able to build relationships with the organization. This is such a negative effect on the organization in the long term.

Thus, to be a guideline for management in line with the characteristics, behaviors and needs in various fields. The executives of each organization should focus on the characteristics of generation Y. Currently, various organizations have applied the concepts and results of the study of generation to apply in management, regarding marketing, organization development, and human resource development. Therefore, the researchers are interested in studying the factors that are more appropriate for making generation Y employees more engaged in the organization for organizational engagement of generation Y employees in the Government Savings Bank.

Research Objectives
(1) to study the level of organizational climate, leadership, organizational culture, job satisfaction, and organizational engagement of generation Y employees in the Government Savings Bank.

(2) to study the factors that affect the organizational engagement of generation Y employees in the Government Savings Bank.

Scope of Research

The populations of this study were executives and employees of generation Y of the Government Savings Bank, Head office, Bangkok

LITERATURE REVIEW

1. **Generation-Y**

Gursoy et.al. (2008) states that Generation-Y is a group of people aged 18-37 compared to 2018.

1.1 Generation Y behavior

Institute for Population and Social Research, Mahidol University (2016) discussed the behavior of generation Y in the workplace. These groups of people think that they are highly individualized and do not care about manners, but that they can do many things at the same time. They can work simultaneously while listening to music or searching the internet at the same time (access info anytime anywhere). Their experience are diversity, stability, new opportunities, unrelated to the organization, like flexibility and do not want to be limited by time, location, and if they are interested, they will be willing to devote their energy and time.

2. **Organizational climate**

Yenen, Ozturk, and Kaya, (2014) say that if an organization wants to make a change in an organization, the first thing to consider is Organizational climate, because it is an important factor in determining management guidelines that are in line with the expectations of employees in the organization and help to stimulate a positive attitude towards the organization and has been continuously collected from the history of culture and corporate strategy. This concept is consistent with Snape, & Redman, (2010), saying that managers in an organization should focus on organizational climate because it influences the attitude of employees in the organization. If the organization has a good atmosphere, it will make the employees have a positive attitude towards the organization and create dedication in performing their duties to the best of their ability.

3. **Leader ship**

Zhang, Waldman, & Wang, (2012) explains that leadership is the ability to build trust and lead others to do what they want. And Carli (2010) said that leadership refers to the ability to use influential behaviors to motivate others to change by guiding or directing to achieve goals.

4. **Organizational culture**

Schein (1992) states that organizational culture is a pattern, base, value, and belief that occurs within each organization. To be able to guide the behavior of the employees of the organization in solving adaptive problems to be in line with changes in the environment both inside and outside the organization.

5. **Job satisfaction**

IM2 Market (2015) has defined satisfaction, meaning stress-free mental state. It is a positive feeling, a preference for peace of mind, a sense of well-being in various aspects of the environment, or a feeling of satisfaction with what causes comfort and a feeling of fulfillment. And consistent with Robbins and Judge, (2010) said that job satisfaction is an important factor that makes people feel good about their work. The good feeling in the work results in the motivation of the person to have the intention to work with dedication and do their best.

6. **Organization engagement**

Allen and Meyer (1990) explained that employee engagement is a profound mental and emotional state. It's difficult to occur but when they occur, it is also difficult to change. Halbesleben & Wheeler (2008) explained that Organizational engagement is a process of inspiration to inspire employees to drive the organization towards a common challenging goal. It shows dedication to work and tries to do things that affect the success of the organization.

RESEARCH METHODOLOGY

This research is quantitative research using the formula for calculating the sample population of Crags and Morgan (Narong Kunides and Sudawan Somjai, 2015). The population of the study was 3,201 people. The sample group consisted of 343 people calculated from each population group by using the proportion sample calculation and systematic sampling. Data were collected from the sample group by using the questionnaire of executives and employees of Generation Y in head office of Government Savings Bank by using descriptive statistics and multiple regression analysis in data analysis.

RESULTS

1. The level of organizational engagement

Table 1 Organizational engagement of generation Y employees in the Government Savings Bank

Level of organizational engagement	Average	Standard Deviation	Level
Organizational Climate	**4.34**	**0.42**	**High**
• teamwork	4.27	0.51	High
• trust	4.42	0.48	High
• motivation	4.33	0.51	High
Leadership	**4.36**	**0.44**	**High**
• decision	4.38	0.50	High
• creativity	4.36	0.50	High
• vision	4.34	0.52	High
Organizational culture	**4.32**	**4.70**	**High**
• values	4.28	0.55	High
• faith	4.36	0.51	High
• criterion	4.34	0.52	High
Job satisfaction	**4.37**	**0.48**	**High**
• command	4.35	0.52	High
• equality	4.38	0.55	High
• career path	4.40	0.52	High
Organizational engagement	**4.40**	**0.48**	**High**
• acceptance the organization's goals	4.40	0.52	High
• determined	4.37	0.54	High
• retention in the organization	4.43	0.52	High

From Table 1, the level of organizational climate, leadership, organizational culture, Job satisfaction and organizational engagement of generation Y employees in the Government Savings Bank were at a high level.

1.1 Organizational engagement; the retention in the organization is the most important, followed by acceptance of the organization's goals and determined which are important to the organizational engagement respectively.

1.2 Job satisfaction; the career path is the most important, followed by equality and command which are important to the organizational engagement respectively.

1.3 Leadership; the decision is the most important, followed by creativity and vision which are important to the organizational engagement respectively.

1.4 Organizational Climate; the trust is the most important, followed by motivation and teamwork which are important to the organizational engagement respectively.

1.5 Organizational culture; the faith is the most important, followed by criterion and values which are important to the organizational engagement respectively.

2. Factors affecting organizational engagement of Generation Y employees

Job satisfaction and leadership are factors that affect the organization's engagement to generation Y employees.

DISCUSSIONS

Executives must consider the importance of organizational engagement of Generation Y employees in the Government Savings Bank to prioritize according to the following factors: job satisfaction, leadership, organizational climate and organizational culture. This is in line with the Allen and Meyer (1990) concept that employee engagement is a profound mental and emotional state. Difficult to occur, but when they occur, it is also difficult to change. The organizational engagement will show that it affects the decisions of employees who want to work with the organization in the long term.

Policy and Practical Suggestions

1. Executives should focus on creating career advancement for employees in the organization, especially for generation Y employees, by clearly specifying guidelines to prepare for future growth of employees such as internal recruitment, fair promotion system and provide training to develop skills, knowledge, and abilities.

2. The organization should have a policy to create job satisfaction in accordance with the current situation, as well as respond to the needs of employees in the organization so that employees feel attached to the organization. In addition to increasing the engagement to the organization even more, it also helps to reduce the intention of employees to leave the organization as well.

Suggestions for Further Research

There should be a study of the relationship with the organization in comparison with other agencies that have similar organizational structure in order to obtain the information that can be used for the most benefit as well as to study the impact or other factors that affects the engagement to the organization as well.

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