

The Effect of Grit on Career Commitment in Generation Z Employees

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Abstract. Career commitments are of particular importance to Generation Z for various reasons that reflect their dynamics and expectations in the world of work. Career commitment helps them go through the job with dedication and passion. This study aimed to determine the effect of grit on career commitment in Generation Z employees. This study uses quantitative research methods involving 204 respondents who are Generation Z employees. The data analysis technique used is regression analysis using the help of SPSS software version 25. The research conducted found several limitations in the research conducted. To overcome these limitations, organizations must implement strategies that are effective and able to meet employee needs to maintain and develop the career commitment of Generation Z employees. Based on this analysis, organizations must implement effective strategies and meet the needs of employees to maintain and develop the career commitment of Generation Z employees.

Keywords: *Generation Z, Grit, Career Commitment.*

1 Introduction

Every human being must experience development in his life, where various tasks must be undertaken in the stages of development. One of the tasks in human development is working or determining a career. Career determination is carried out at the early adult stage of development because individuals already have a relatively stable personality and good cognitive development (1). Individuals in the developmental stage of career determination are currently dominated by Generation Z. Generation Z, or iGeneration (internet generation), a generation born in 1995-2012 who are currently in the age range of 10-27 years. Generation Z is called iGen because Generation Z is a digital native generation that grew up with increasingly advanced technology. The advancement of technology certainly influences individual development, one of which is personality and characteristics that are different from previous generations (2).

Generation Z currently dominates the total population in Indonesia, supported by data recorded at the Central Bureau of Statistics 2020, which states that 27.94% or 75 million people of the total population in Indonesia are Generation Z, which can be said to be more than a quarter of Indonesia's population is Generation Z (3). Technological advancements make it easier for Generation Z to access anything. Generation Z is known to be born with technological advances that make Generation Z individuals able to spend more time using smartphones. The proximity of Generation Z to technology certainly makes it easier for individuals to find out many things, including finding a job.

The presence of Generation Z brings forward-looking aspirations into the company or organization, which can potentially create beneficial changes in the future. However, the success of a company or organization in managing Generation Z employees will be the main determining factor. Today's Generation Z is known as individuals with unique characteristics who have strong views, care about social justice issues, and have internalized values such as

gender equality and environmental protection from an early age while still maintaining an orientation towards achievement (4).

Research conducted by Bencsik & Machova (2016) revealed that Generation Z has some unique characteristics. They tend to lack commitment and are oriented towards achieving results in the short term. This situation is due to the ease of access to information that makes them often feel rushed. In addition, Generation Z is also known for its diversity of viewpoints, which can lead to more excellent debate and demand for freedom. All of these are challenges that organizations need to pay attention to to manage Generation Z employees,

The entry of Generation Z into the workforce is often the subject of comparison to previous generations, with them often perceived as having lower levels of commitment. Nonetheless, individuals who have chosen a career path in the workforce must realize the importance of a high commitment to their career choice to achieve significant professional success and growth (6) Career commitment, an individual's attitude towards a profession or job, is essential in describing their attachment to their career choice. In this context, career commitment reflects how individuals identify values appropriate to their work, as (7) argued. This approach is also similar to the view of (8), who explain that career commitment includes identifying values related to the profession, effort and time dedicated to work, and individual motivation to succeed in their chosen career. Meanwhile, according to (9), career commitment is an individual's attitude toward achieving goals for individualized self-development.

Individuals with high levels of career commitment can plan their careers for the long term. In addition, individuals with high levels of career commitment are also more productive at work because they will maximize their abilities to complete their job responsibilities. Most of those with high levels of career commitment prefer to stay with one organization by continuing to develop better careers and knowledge to achieve career success (10).

Achieving an individual's level of career commitment requires consistency to stay focused on long-term goals and perseverance to overcome adversity. Consistency and perseverance are called grit. Grit is a passionate and determined behavior to achieve long-term goals despite difficulties or obstacles (11) In organizations, employees with high grit are needed to remain focused on their responsibilities and maximize their abilities to complete their tasks and responsibilities at work despite difficulties.

According to Hochanadel & Finamore (2015), grit is one way for individuals to try and persevere to achieve their goals. The effort given can determine the success or success of their career goals or plans. Meanwhile, according to (13), grit or persistence is as important as talent, where individuals can determine success and validate their achievement criteria with the abilities they have, either naturally or not.

Grit consists of two aspects: consistency of interest and perseverance of effort. Consistency of interest is how consistent individuals are in achieving their goals. This consistency of interest can be seen in individual goals that do not change. Meanwhile, perseverance of effort is how much and how long individuals try to achieve their goals. Individuals who have perseverance of effort can usually be seen from their behavior, such as diligent behavior and ability to survive when experiencing difficulties in their work, as well as not being influenced and remaining firm in their choices (14).

Grit is essential to instill in a person, especially for individuals with a career. Individuals who instill grit in themselves tend to be more resilient and diligent in setting goals for themselves more committed despite facing obstacles and failures (13). Perkins-Gough (2013) argues that grit is having resilience in the face of failure and having a deep commitment to persist over a long time. Grit also supports individuals in remaining consistent with their organizational

goals and responsibilities. Aspects of grit can be the basis or provision for increasing individual career commitment. The role of grit and career commitment in an individual can influence the quality of the individual in an organization, which impacts the individual's development in carrying out their work in the company where the individual works.

The practical benefit of this research is that, firstly, for organizations/companies, this research can be used as information to manage the declining career commitment of employees in Generation Z so that it can support the performance of every employee in the organization/company. Lastly, the public, especially Generation Z employees, can know and use these two variables in carrying out their work and apply and develop them within each employee.

2 Literature Review

Hall (1971) defines career as a journey of personal experiences and changes, both unique and unique, that individuals go through during their life journey at work. Meanwhile, according to (17), career is a concept that describes an individual's work life and is continuously developed. So, it can be said that a career is a position or job held by an individual.

Careers change meaning over time. A career is a process of individual development throughout their work experience in an organization, which is a sequence of individual work experiences from time to time (18). Based on the explanation above, it can be concluded that a career is not only about work but is also related to an individual's role throughout his life. A career is something that individuals do according to their interests to do a job, which is also an effort to earn a living. However, not only is it an effort to get a salary, but individuals with a career also get many things, such as job satisfaction, self-actualization, etc.

Career commitment was first introduced by Hall (1971) as the strength and motivation of individuals to work in their chosen careers. Career commitment is an individual's identification and involvement in a profession. Career commitment is an individual's attitude towards their work. Career commitment shows the extent to which individuals identify the values that exist in themselves with their work (7). According to (8), career commitment is how individuals identify the profession's value and the amount of time, work, and effort given to acquire relevant knowledge. According to Niu (2010), career commitment is one of the essential factors in a career because it helps individuals stay in their jobs for a long time to develop their skills.

In contrast to (9), career commitment is defined as the attitude of individuals toward achieving their goals for self-improvement, which is more individualistic. Meanwhile, according to (19), career commitment is the attitude of individuals toward achieving their goals to develop themselves and reflect individual commitment to their personal goals.

Persistence, or grit, is a psychological variable that covers the realm of positive psychology. Grit is when a person has full enthusiasm and perseverance to achieve long-term goals despite difficulties (11) In other words, individuals with a high level of grit in themselves certainly have greater determination in achieving their goals and can overcome obstacles or failures they face. Grit is a positive non-cognitive trait. The general concepts relevant in psychology are awareness, resilience, perseverance, ambition, the need to achieve, and integrity. When individuals have a strong passion to achieve their long-term goals, it increases their motivation to achieve these goals. That way, individuals can survive and try to overcome the obstacles or challenges they face to achieve the desired results. Individuals with a high level of grit consider the task they are running like a marathon run, where the advantage is stamina or

endurance (14) When other individuals feel bored and disappointed with something, they will change their interests, while individuals with a high level of grit will keep trying and stick to their choices.

3 Method

The approach used in this research is quantitative. Researchers use a quantitative approach method to analyze samples from a population related to what the researcher will do and then test them using SPSS statistical analysis to produce hypotheses regarding this research. This method is included in one of the scientific methods because there are scientific rules that are concrete, measurable, structured, and objective (20). The data collection technique used in this research was by distributing questionnaires randomly. A questionnaire is a random data collection technique containing statement items from measuring instruments adapted and filled in by the respondent (21). The questionnaire in this research uses Google Form media to make it easier for researchers to distribute questionnaires during the COVID-19 pandemic. Researchers used accidental sampling because there was limited space during the pandemic, so researchers collected samples without determining them first, but by chance but still considering criteria appropriate to the research sample (21).

The instrument used to measure grit is the Short Grit Scale (Grit-S), developed by Angela Lee (22) and adapted into Indonesian. The scale in this research consists of two dimensions, namely Consistency of Interest and Perseverance of Effort, with eight items. Items are rated on a 5-point Likert scale, namely, strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

The instrument used to measure career commitment is the Commitment Career Measure (CCM) developed by (23) Career commitment consists of three dimensions: career identity, career planning, and career resilience. The scale in this study consists of 9 items. Each item is rated on a 5-point Likert scale, namely, strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

Data analysis techniques calculate data obtained using statistical formulas following the research hypothesis (24). The data analysis technique in this research uses statistical regression test analysis to see the effect of grit on career commitment in Generation Z employees. Data analysis in this research uses the help of SPSS version 25 software.

4 Result

The Grit variable reliability test results = 0.744 and Career Commitment = 0.736, meaning that the grit and career commitment variables are declared reliable because the reliability value is in the range of 0.7-0.9 which can be considered reliable in Guildford's rules. Based on ANOVA analysis, an F coefficient of 42.442 was obtained and a probability value of 0.000 ($p < 0,01$), indicating a significant influence between grit and career commitment; therefore, the researcher accepted H_a . Based on regression analysis, the R coefficient is 0.417, and the R square is 0.174, showing that grit's contribution to career commitment is 17.4%. The other 82.6% is influenced by other variables unknown to the researcher.

Based on the analysis of unstandardized coefficients, it is found that the beta coefficient is 16.954, and the probability value is 0.000 ($p < 0,01$), which indicates that there is a significant positive effect of grit on career commitment. Overall, the ANOVA and R square results

showed a significant positive effect of grit on career commitment by 17.4%, meaning that the alternative hypothesis (Ha) was accepted, and the null hypothesis (Ho) was rejected.

5 Discussion

The main aim of this research is to see how grit influences career commitment in Generation Z employees. This research shows that grit significantly affects career commitment, contributing 17.4%. The aspect of grit that makes an immense contribution is business perseverance, with a value of 17.9%. Meanwhile, the consistency of interest aspect was 15.1%. Although grit is crucial in improving individual performance, little research has been done in this area. Grit, which reflects an individual's perseverance and resilience in facing obstacles and overcoming problems, is an essential aspect in the formation of optimal performance in everyday life (11).

Sigmundsson et al (2020) argues that grit can be seen as a factor that can control how much effort each individual makes to achieve existing career commitments according to what the individual has planned. Meanwhile, Nisar et al (2020) explains that individuals with high levels of grit can increase their chances of staying in the same organization, thus increasing commitment to the workplace because employees are persistent, try hard and do not give up in the face of difficulties. Likewise in this study, individuals with high grit will certainly find it easier to achieve career commitment.

According to Teimouri et al (2022) grit is critical to instill in oneself, especially for individuals with careers. Individuals who instill grit within themselves tend to be more tenacious and persistent in setting goals for themselves. Besides that, they will be more committed despite obstacles and failures. This is in line with (15), who said that grit possessed by individuals not only has resilience in facing problems, pressure, and failure but also has a deep commitment to persevere until committed for a long time.

Previous research conducted by Hochanadel & Finamore (2015) stated that grit is a determinant of an individual's success in living life, starting from everyday life and at work, which is not always based on intelligence but on how the individual himself can achieve his goals and overcome the obstacles he faces.

Career commitment is one of the attitudes formed due to several factors related to one's work and career. Employees who commit highly to their careers will have more responsibility and work optimally to achieve their career goals, as this study shows that grit is essential for individuals to achieve career commitment. Although this study produced a good picture of the potential role of grit in career commitment, it does not rule out the possibility that this study has limitations. Given that grit is a new thing in employee research, future researchers are expected to dig deeper into the potential that is useful for future research or may be able to add other variables that might be a future update and can generalize the research.

In line with Duckworth et al (2007) statement, several factors influence grit in each individual: First, age, because the level of grit can be seen from a person's age, whereas mature individuals have a higher level of grit and vice versa. Second, education is also a factor of grit because individuals with a high level of education certainly have higher perseverance compared to individuals with less education in the same age group. Third, conscientiousness, because conscientiousness is related to an individual's choice to change careers. Individuals with high conscientiousness, age, and education levels are 65% more likely to maintain their careers.

Future research is expected to be able to obtain information and explore this in more detail about this research. It can add other variables that may also be related to career commitment

variables so that they can see broader results, for example, fear of losing jobs, burnout, turnover, and so on. In addition, the respondents in this study only cover the Tangerang area, so future researchers are advised to expand the research sample to be more evenly distributed and not limit the generalization of the results.

Recommendations for companies to maintain and increase career commitment by continuing to motivate employees at work. In addition, companies/organisations can review the work given realistically and still consider employee welfare so that employees can achieve their career commitment.

6 Conclusion

Based on the results of the research that has been conducted, it can be concluded that grit significantly influences Generation Z employees' career commitment. Grit positively influences the career commitment of current Generation Z employees. Individuals who have a good level of grit will find it easier to achieve their career commitment.

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