

ABSTRACT

The Difference in Affective Commitment to the Organization Among Gen Z Employees in the Banking Sector Based on Length of Employment

Aqilah Fitti Prilia¹⁾, Gita Widya Laksmi Soerjoatmodjo²⁾

¹⁾Student of Psychology Department, Universitas Pembangunan Jaya

²⁾Lecturer of Psychology Department, Universitas Pembangunan Jaya

Generation Z (Gen Z) has become an essential part of today's workforce, including in the banking sector, which is known for its formal and dynamic work structure. However, the characteristics of Gen Z—who tend to be individualistic and have high expectations for meaningful work—pose specific challenges for organizations, particularly in building affective commitment. This study aims to examine the differences in affective commitment toward the organization among Gen Z employees in the banking sector based on their length of service. This research employed a quantitative approach using convenience sampling and involved 386 Gen Z participants aged 18–27 who were actively working in the banking sector. The instrument used in this study was the Affective Commitment Scale (ACS) adapted from Allen & Meyer (1990). The results showed a significant difference in affective commitment based on tenure, with employees who had worked for more than two years displaying higher levels of affective commitment compared to those with two years of tenure or less. These findings highlight that tenure plays an important role in shaping emotional attachment to the organization among Gen Z employees.

Keywords: *Gen Z, Banking Sector, Affective Commitment*

Libraries : 44

Publication years : 1973 – 2025