

The Influence of Cultural Values on the Career Goals of Boomers and Millennials

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Abstract : This study aims to analyze the influence of cultural values on the career goals of the boomer and millennial generations. This research is included in quantitative research. The population of this study were workers aged 22-57 years. The samples collected in this study were 160 respondents. The sample selection technique is using probability sampling where the sample is determined based on certain criteria. The data used is primary data where data is obtained from respondents' answers through a questionnaire that has been given. SPSS 21 is used in research as an analytical tool. The results of this study indicate that (1) Self-improvement has a positive and significant effect on Career Goals. (2) Self-Transcendence has no effect on Career Goals. (3) Conservation has a positive and significant impact on Career Goals. (4) Openness to Change has a positive and significant impact on Career Goals. (5) Cultural Values have a significant influence on Career Goals.

Keywords: Cultural Values, Self-Improvement, Self-Transcendence, Conservation, Career Goals.

I. INTRODUCTION

Career includes the history of society, the development of a country, and became a biography of individual. Theoretically, to analyze about careers requires contributions from various perspectives of disciplines such as psychology, management, economics, sociology, and human resource development. So, it is necessary to know the perspective of individual careers regarding cultural values in each generation group (Ismail, 2016).

Currently, careers have undergone quite striking changes where previous careers traditionally felt like within the organization were replaced with new career forms that were outside the organization. Therefore, it can be said that the conceptualization of career will undergo changes in the influence of cultural values on career goals (Mayrhofer and Meyer, 2001). While the second implication is in the traditional agreement that the evidence of success is objective, namely if the career continues to experience. Based on Schwartz's concept (2012) regarding cultural values where cultural values are caused when arranged consisting of two axes where each axis has two opposite sides where the cultural value includes self-improvement which is the opposite of self-transcendence, conservation which is the opposite of openness to change.

In the traditional (ancient) definition of career goal can also be defined as 'career aspiration' or 'career term' where career objectives include the achievement of managerial competencies, technical functional competencies, security/stability, entrepreneurial creativity, service/dedication to a goal, challenges, independence, and lifestyle (Schein, 1996). Career goals are the main goals that lead to the chosen profession. The relationship between career and life stages based on other traditional (general) definitions suggests that career stages based on age such as career search at stages under 24 years of age, career determination at ages 25-45, career maintenance at ages 46-56, and career slowdowns or dismissals career at the age of 57 and above.

An intergenerational workforce is a form of diversity in the workplace based on generational groups and has the advantage that the workplace has different skills, views, and other abilities based on the age group of the employee. Inter-generational labor refers to a workforce consisting of four generational groups, namely the veteran generation (who were born from 1920-1945), *Baby Boomers* or *Boomers* (who were born in 1946-1960), X-genes (who were born in 1961-1979), and gen-Y or also called millennials (who were born in 1980-1990) (Srivasanam, 2012).

The failure of the manager to be able to understand and adjust appropriately to generational differences and the existence of a new generation entering the organization (forging work) can result in misunderstandings, miscommunications, and the existence of branching understandings. Where it can affect employee productivity,

innovation, and corporate identity which can cause problems that can result in employee turnover (Westerman & Yamamura, 2007). Generation can be an important factor that can influence the decision-making of an individual's career development (Prawitasari, 2017). Based on the background description above, the researcher is interested in conducting further research with the title "The Influence of Cultural Values in the Career Goals of boomers and millennials".

II. LITERATURE REVIEW

Culture is a combination of belief values and norms that have existed among society in everyday life. Culture is a whole of complex values consisting of knowledge, beliefs, arts, morals, norms, customs and other capabilities, as well as what habits a human being acquires as a member of a society (Berry *et al.* , 1992). In addition, based on Schwartz's (2012) concept of cultural values where cultural values when compiled consist of two axes where each axis has two opposite sides where the cultural value includes self-improvement which is the opposite of self-transcendence, conservation which is the opposite of openness to change.

For individuals with culture value conservation is more receptive to traditions that curb actions that can interfere with the conformity of social norms, and also emphasize social and personal security (Schwartz *et al.* , 2012). Work values are the preferences and beliefs that underlie yang must be met in people's career choices and career goals (White, 2005).

Career is one of the central parts of human life which refers to a series of jobs, positions that work occupies throughout human life while improving work experience and learning continuously over a long period of time (Ismail& Ramli, 2011). The concept of career as it develops undergoes a change in the meaning of career followed with a brief description of career goals and its importance in the new generation of labor force for organizational success.

Career objectives are defined as "the main objectives" in which direction the individual's efforts are directed in the chosen profession or job" (Colakoglu& Caliguirri, 2012). In other words, career goals encourage an employee to persevere in the effort necessary to achieve the results he wants. Millennials, like other generational groups, are encouraged to have the same or not the same career goals but with different intensities. Career goals reach a managerial level when working with increasingly challenging tasks, becoming a specialist, contributing to society, building a healthy financial base, working internationally, and balancing personal and career life (Ismail& Lu, 2014).

While working this generation of boomers is more independent and collaborative, financially intelligent, skilled in management, innovative, independent, and not intimidated by authority. This generation also seeks a balance between personal life and work (Warner and Sanberg, 2010). The boomer generation is a group of individuals who grew up in the era of equal rights of women so that they tend to be pessimistic, practical, technical, independent, and quick to adapt. This generation likes leaders who are practical and oriented towards their goals (Anantatmula, 2012).

Generation X is the most educated generation before the arrival of the next generation (millennial generation). Almost, a third of the population of this generation has a college degree or higher, they also raise their child in the same way. Generation X employees usually expect to maintain a balance between work and family life and not work long hours for money or a degree. Gen Xers are generally less loyal to the situation and more comfortable demanding flexible working arrangements.

Generation Y is the generation born between 1981-2000 and can be called the millennial generation (Erickson, 2008). Erickson also said that millennials have the characteristics of being multicultural, very voluntary, confident and also technology literate. In general, this generation consists of individuals who want to be valued for their efforts, in the hope that they will receive consistent praise (Crampton and Hodge, 2007).

Generation Y has a desire for work and career flexibility because millennials believe that they can work more efficiently. More specifically, they can eliminate what they consider wasted time, non-essential, face-to-face interactions that occur in a typical office setting (Erickson, 2008).

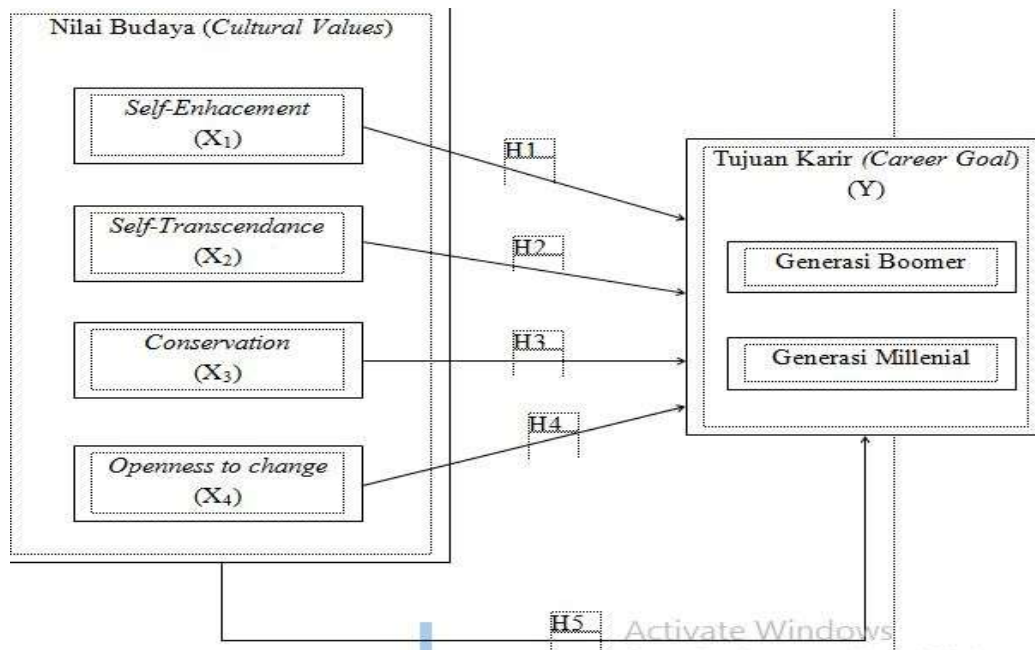


Fig 1 Framework

- H1 : self-improvement has a significant positive effect on career goals
- H2 : Self-transedence has a significant positive effect on career goals
- H3 : protection (*conservation*) has a significant positive effect on career goals
- H4 : openness to change has a significant positive effect on career goals
- H5 : cultural values have a significant positive effect on career goals

III. RESEARCH METHOD

The population of this study was workers aged 22-57 years. The sampling technique in this study is purposive sampling. This type of sampling technique uses non-random sampling or data collection is determined based on certain characteristics and characteristics in order to obtain samples that are in accordance with the study. This research uses a quantitative research approach that is causal with an emphasis on the master of causal relationships (Sugiyono, 2016). This primary data was obtained by distributing direct questionnaires.

In this study using a data analysis method assisted by the SPSS software application program where some of the tests that need to be carried out are as follows:

1. Validity Test
2. Reliability Test
3. Normality Test
4. Multicollinearity Test
5. Heterkedasticities Test
6. Multiple Linear Regression Analysis
7. Statistical Test
8. F Test
9. Correlation Coefficient Test

IV. RESULT AND ANALYSIS

This chapter aims to explain the overall research results that have been found by going through stages based on a good research methodology. This study aims to explain the influence of Cultural Values on the career goals of the Boomer generation and the millennial generation. To conduct this research, researchers took as many as 160 respondents. This analysis process was carried out using the SPSS 21 application.

A. Description of Respondent Characteristics

1. Age Description

**Table 4. 1
Age Description**

Age	Frequency	Percent
22-41 years	111	69.4 %
42-57 years old	49	31 %
Sum	160	100 %

Source: Primary Analysis Data, 2022

From the table above, the characteristics of respondents based on age show respondents with the age of 22-41 years as many as 111 people with a percentage of 69.4%. Meanwhile, the number of respondents over the age of 42-57 years was 49 people with a percentage of 31%. From the table shows that respondents with the age of 22-41 years dominated.

2. Gender Description

**Table 4. 2
Gender Description**

Gender	Frequency	Percent
Men	91	56.9 %
Woman	69	43.1 %
Sum	160	100 %

Source: Primary Analysis Data, 2022

Based on the table above, the characteristics of respondents by gender showed that respondents with male sex totaled 91 people with a percentage of 56.9%. As for the female respondents, there were 69 people with a percentage of 43.1%. So it can be concluded that respondents with male sex dominate.

B. Data Analysis

1. Test Research Instruments

This research consists of data instruments based on validity and reliability tests distributed to 160 respondents as research material and analyzed validity tests and reliability tests and the results of the analysis are used as a basic material that becomes a reference in obtaining the desired data as further analysis. Factors to be measured include Self-Improvement, Self-Transcendence, Conservation, Openness to Change and Career Goals.

a. Validity Test

A validity test is a test used to explain the extent to which the measuring instrument used in a study is measured whether it is valid or not. A questionnaire is said to be valid if there are questions on the questionnaire that are able to reveal something that the questionnaire will measure.

The validity test was carried out based on the results of the comparison of *Pearson correlation* values with *r* of the moment product table. It says valid if the *Pearson correlation value* is greater than *r* of the table. The desired *Pearson correlation* value should be $> r$ table. The following is a table of validity test results using SPSS software:

- Self-Improvement

**Table 4. 3
Self-Improvement Validity Test Results**

Items	R Calculate	R Table	Information
1	0,680	0,154	Valid
2	0,682	0,154	Valid
3	0,739	0,154	Valid
4	0,765	0,154	Valid

Source: Primary Analysis Data, 2022

Based on the results of the studies that have been carried out, it is known that the validity test value of the self-improvement variable has proven to be valid because the calculated *r* value is greater than the table *r*.

- Self-Transcendence

Table 4. 4
Self-Transcendence Validity Test Results

Items	R Count	R Table	Information	Count
1	0,710	0,154	Valid	
2	0,653	0,154	Valid	
3	0,732	0,154	Valid	
4	0,775	0,154	Valid	

Source : Primary Analysis Data, 2022

Based on the results of the research that has been carried out, it is known that the validity test value of the self-transcendence variable has proven to be valid because the calculated r value is greater than the table r.

- Conservation

Table 4. 5
Conservation Validity Test Results

Items	R Calculate	R Table	Information
1	0,791	0,154	Valid
2	0,744	0,154	Valid
3	0,699	0,154	Valid
4	0,641	0,154	Valid

Source: Primary Analysis Data, 2022

Based on the results of the research that has been carried out, it is known that the validity test value of the conservation variable has proven to be valid because the calculated r value is greater than the table r.

- Openness to Change

Table 4. 6
Results of the Openness Validity Test Hindered by Changes

Items	R Calculate	R Table	Information
1	0,702	0,154	Valid
2	0,732	0,154	Valid
3	0,735	0,154	Valid
4	0,521	0,154	Valid

Source: Primary Analysis Data, 2022

Based on the results of the research that has been carried out, it is known that the validity test value of the variable of openness to change has proven to be valid because the value of the calculated r is greater than the r of the table.

- Career Goals

Table 4. 7
Career Goal Validity Test Results

Items	R Calculate	R Table	Information
1	0,530	0,154	Valid
2	0,431	0,154	Valid
3	0,638	0,154	Valid
4	0,414	0,154	Valid
5	0,661	0,154	Valid
6	0,372	0,154	Valid
7	0,613	0,154	Valid
8	0,587	0,154	Valid
9	0,658	0,154	Valid

10	0,779	0,154	Valid
11	0,722	0,154	Valid
12	0,735	0,154	Valid
13	0,597	0,154	Valid
14	0,614	0,154	Valid
15	0,540	0,154	Valid
16	0,334	0,154	Valid

Source: Primary Analysis Data, 2022

Based on the results of the research that has been carried out, it is known that the validity test value of the variable of openness to change has proven to be valid because the value of the calculated r is greater than the r of the el tab.

b. Reliability Test

Reliability test is a measuring instrument used to measure a questionnaire that is an indicator of a variable or a reliability test. This study uses the formula of *Cronbach's Alpha*, that is, the result of *Cronbach's Alpha* from each variable must be greater than 0.600. The results of the reliability test for each variable can be seen in the following table:

Table 4. 8
Reliability Test Results

Variable	<i>Cronbach Alpha</i> value	Information
Self-Improvement	0,684	Reliable
Self-Transcendence	0,686	Reliable
Conservation	0,676	Reliable
Openness to Change	0,776	Reliable
Career Goals	0,886	Reliable

Source : Primary Analysis Data, 2022

Based on the table above, it shows that the *Cronbach alpha* value of all variables in this study is valued above the > 0.6 which means that the *Cronbach alpha* value has been qualified so that all variables can be said to be reliable.

2. Test of Classical Assumptions

a. Normality Test

The normality test has the purpose of testing whether the regression model, the residue of the regression equation has a normal distribution or not. This normality test uses the Kolmogorov-Smirnov Test. The following is a table of the results of the normality test through the Kolmogorov-Smirnov Test:

Table 4. 9
Normality Test Results

	The value of <i>Kolmogorov-Smirnov</i>	Information
Asymp. Sig. (2-tailed)	0,201	Usual

Source: Primary Analysis Data, 2022

Based on the table, it can be concluded from the Kolmogorov-Smirnov Test showing a significant value with a *kolmogorov-smirnov value* of 0.201 which is greater than 0.05 which means that this result proves that variables in this study have a normal distribution of data.

b. Test Multicollinearity

The multicollinearity test serves to test whether in a model regression a correlation between independent variables is found. This research was viewed based on *Tolerance Value* and *Variance Inflation Factor (VIF)*. The following are the results of the Multicollinearity Test in the table below:

Table 4. 10
Multicollinearities Test Results

Independent Variables	Tolerance	VIF	Information
Self-Improvement	0,654	1,529	No Multicollinearity Occurs
Self-Transcendence	0,500	2,001	No Multicollinearity Occurs
Conservation	0,555	1,801	No Multicollinearity Occurs
Openness to Change	0,566	1,766	No Multicollinearity Occurs

Source : Primary Analysis Data, 2022

Based on the table above, it can be seen that there is no multicollinearity in independent variables. This is because the *VIF* value of all independent variables is less than 10 and the *Tolerance* value is above 0.10.

c. Heteroscedasticity Test

The Heteroskedasticity test serves to determine whether in the regression model there is an inequality of variants from the residual of one observation to another. The results of the Heteroskedasticity Test have been carried out with the following results:

Table 4. 11
Heteroscedasticity Test Results

Variable	Significance Value	Information
Self-Improvement	0,985	Homoskedasticity
Self-Transcendence	0,232	Homoskedasticity
Conservation	0,365	Homoskedasticity
Openness to Change	0,056	Homoskedasticity

Source: Primary Analysis Data, 2022

Based on the table above, it can be seen that from the heteroskedasticity test with the glejser test, all independent variables in this study had a value of >0.05, which means that all independent variables in this study did not have symptoms of heteroskedasticity.

3. Multiple Linear Regression Analysis

Multiple linear regression analysis serves to analyze the relationship between the variables self-improvement, self-transcendence, conservation and openness to change. Based on calculations, the following results were obtained:

Table 4. 12
Multiple Linear Regression Analysis Test Results

Variable	B	Std. Error
Constant	13,353	4,714
Self-Improvement	0,655	0,232
Self-Transcendence	0,158	0,341
Conservation	0,541	0,328
Openness to Change	1,652	0,315

Source: Primary Analysis Data, 2022

The results of the calculation of multiple linear regression analysis in this study are as follows:

$$\text{Career Goals} = 13.353 + 0.655X_1 + 0.158X_2 + 0.541X_3 + 1.652X_4 + e$$

- A constant value of 13.353 means that if another variable is constant then the value of the variable Y will increase by 13.353
- If X₁ rises one unit and another variable is of constant value then the value of Y will rise by 0.655
- If X₂ goes up one unit and another variable is constant then the value of Y will rise by 0.158

- d. If X3 goes up one unit and another variable is constant then the value of Y will rise by 0.541
- e. If X4 rises by one unit and another variable is of constant value then the value of Y will rise by 1.652

4. Hypo Test Thesis

a. Coefficient of Determination (R^2)

The analysis of the coefficient of determination (R^2) is used as a way to find out how much influence an independent variable has on the dependent variable manifested into percentage form. The magnitude R^2 is a quantity commonly used to measure the fit or suitability of regression lines. The value of R^2 ranges from zero to one, the closer the value of one, it can be said that the model is the better. The following are the results of the coefficient of determination test analysis (R^2):

The results obtained stated that the value of the coefficient of determination (R^2) was 0.795 or 79.5% so that the independent variables in this study were Self-Improvement, Transcendence Self, Conservation and Openness to Change can explain variations in dependent variables, namely Career Goals of 79.5% and the remaining 20.5% of which are welded by other variables outside variables in the study.

b. Test F

The simultaneous significance test is a test used to determine the influence of independent variables, namely Self-Improvement (X_1), Self-Transcendence (X_2), Conservation (X_3) and Openness To Change (X_4) simultaneously against the dependent variable i.e. Career Objective (Y). The results of the F test are seen in the ANOVA table in the sig column. (significance). Using a significance level of 5% (0.05), if the significance probability value < 0.05 then H_a is accepted, while if the probability of significance > 0.05 then H_a is rejected

Table 4. 13
F Test Results

F Calculate	F Table	Sig.	Information
31,062	2,43	0,000	Have a meaningful influence

Source: Primary Analysis Data, 2022

Based on the results of the table, the calculation obtained is the calculated F value of 31.062 and the number shows that the calculated F is greater than the F of the table, which is the amount of $31.062 > 2.43$ and with a significant value (sig.) of 0.000 which is $t \ 0.000 < 0.05$. With this, it can be concluded that simultaneously independent variables have a meaningful impact on dependent variables.

c. T test

Table 4. 14
Test Results t

Variable	t Count	T Table.	Sig.	Information
Self-Improvement	2,826	1,974	0,005	Influential
Self-Transcendence	0,464	1,974	0,643	No Effect
Conservation	2,646	1,974	0,010	Influential
Openness to Change	5,243	1,974	0,000	Influential

Source: Primary Analysis Data, 2022

The explanation of the t test of each independent variable is as follows:

- a. The effect of self-improvement on career goals
From the table above, the t value of self-improvement is 2.826 which means $2.826 > 1.974$ and the significance value is $0.005 < 0.05$. So partially self-improvement affects on career goals.
- b. The influence of self-transcendence on career goals
From the table above, the t value of self-transcendence is 0.464 which means $0.464 < 1.974$ and the significance value is $0.643 > 0.05$. So self-transcendence has no effect on career goals.
- c. Conservationist to career goals
From the table above, the t value of conservation is 2.646 which means $2.646 > 1.974$ and the significance value is $0.010 < 0.05$. So partially conservation affects career goals.
- d. The effect of openness to change on career goals
From the table above, the t value of openness to change is 5.243 which means $5.243 > 1.974$ and the significance value is $0.000 < 0.05$. So partially openness to change affects career goals.

V. RESEARCH DISCUSSION

1. The Effect of Self-Improvement On Career Goals

Based on the results of the t test above, the calculated t value is 2.826, which means $2.826 > 1.974$ and the significance value is $0.005 < 0.05$. So partially self-improvement has a positive and significant effect on career goals. The results of this study are in line with research conducted by Fatoki (2014) which states that self-improvement has a positive and significant effect on career goals.

According to Schwartz's theory which argues that individuals that emphasize the value of self-improvement want to improve performance and be successful. Those who emphasize this cultural value of self-improvement aim to be able to control human resources, be ambitious, and want to get credit or as their success. These individuals who emphasize the value of self-improvement expect a culture that encourages themselves to work hard, set high goals for themselves and the organization, and build and establishing and accepting a hierarchical structure that focuses on roles and obligations (Sagiv *et al.*, 2005).

2. The Effect of Self-Transcendence on Career Goals

Based on the results of the t test above, the calculated t value is 0.464 which means $0.464 < 1.974$ and the significance value is $0.643 > 0.05$. So self-transcendence has no effect on career goals. The results of this study are contrary to research conducted by Howe & Strauss, (2018) which said that *self-transcendence* has a positive and significant effect on career goal.

Individuals who consider self-transcendence as the most important priority of life tend to perceive the values of universalism and virtue as very important. Therefore, they will be motivated by work motivators to work that helps society as their career goals. Gen-X attaches great importance to spending time with their families and maintaining a work-life balance (Hachtmann, 2008). The balance between work and family life takes precedence over the company's goals. Similarly, Gen-Y who are known to be technologically literate, strive to enjoy work and believe that equal opportunity, tolerance and having social relationships are very important values.

3. The Effect of Constituencies on Career Goals

Based on the results of the t test above, the calculated t value is 2.646 which means $2.646 > 1.974$ and the significance value is $0.010 < 0.05$. So partially conservation has a positive and significant effect on career goals. The results of this research are in line with research conducted by Ismail & Rahim, (2016) which states that conservation has a positive and significant effect on career goals.

For individuals with conservation cultural values are more receptive to traditions that curb action that can interfere with the conformity of social norms, and also emphasize social and personal security (Schwartz *et al.*, 2012). Work values are underlying preferences and beliefs that must be met in people's career choices and career goals (White, 2005). Lim (2012) found that conservation is the most important life priority for Gen-Y in the United Arab Emirates. They are more motivated by extrinsic awards (such as income, promotions, opportunities, and status) than by intrinsic awards. Sejak Gen-X experienced the Asian Financial Crisis in 1997, they have developed low trust and are quite skeptical of their organization and have a very low tolerance for bureaucracy and organizational regulations, especially regarding the procedures that will oblige their performance in careers (Crumpacker, 2007). Gen-Y employees on the other hand will perform more effectively if they are given a nurturing, dynamic, and challenging workplace that includes open workspaces, up-to-date technology, and flexibility (Ferri Reed, 2010).

4. The Effect of Openness to Change On Career Goals

Based on the results of the t test above, the calculated t value is 5.243 which means $5.243 > 1.974$ and the significance value is $0.000 < 0.05$. So partially the opening to change has a positive and significant effect on career goals. The results of this study are in line with research conducted by Anantatmula & Shrivastav, (2012) which states that openness to change has a positive and significant effect on career goals.

Lyons *et al.* (2007) based on Schwartz's cultural value theorization (Schwartz, 1992) showed a significant difference in cultural value in each generation where Gen-X scored higher on openness to change than Gen-Y. Cennamo and Gardner (2008) found that the younger generation is more concerned with status than the older group, even more so when it comes to freedom. The authors assume that these findings are likely because older groups including Gen-X no longer feel the need to get a career up. However, research by Broadbridge *et al.* (2007) shows that young employees in the UK are open to change in the short term, or even to move their jobs, to find career satisfaction.

VI. CONCLUSION

Based on the results of research and data tests that have been carried out using the Multiple Linear Regression analysis method, the conclusions of this study are as follows:

1. Self-Improvement has such a positive and significant influence on Career Goals that the first hypothesis is accepted
2. Self-Transcendence has no effect on Career Goals so the second hypothesis is rejected
3. Conservation has a positive and significant influence on The Return Re-career so that the third hypothesis is accepted
4. Openness to Change has such a positive and significant influence on Career Goals that the fourth hypothesis is accepted.
5. Cultural Values have a significant influence on CareerGoals so that the fifth hypothesis is accepted.

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