

Generation X, Y and Z: Effect of internal communication on employee job satisfaction and commitment

Generacija X, Y i Z: Efekat interne komunikacije na zadovoljstvo i posvećenost zaposlenih

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Abstract

This study aimed to analyze the effect of internal communication on employee job satisfaction and commitment depending on the generation to which an employee belongs. Nowadays, when organizations function with multigenerational employees, all employees must communicate and cooperate in a certain way, to achieve set goals and overall benefits. There is no universal path to success or a way for multigenerational human resources to function perfectly, but preferences in the way of internal communication that satisfies a certain generation and their mutual alignment can help overcome common challenges that occur in the work environment, and employees are dedicated to the daily performance of their activities. Organizations with dedicated employees have higher revenues and productivity; therefore, it is necessary to consider the importance of internal communication for employee commitment. The results show that internal communication has a positive effect on employee job satisfaction and commitment. The most significant positive correlation between internal communication and employee job satisfaction was observed in Generation Z, whereas the most significant positive correlation between internal communication and employee commitment was observed in Generation X. The results of this study can serve to fill the gap in research on the impact of internal communication on satisfaction and commitment according to the generation to which employees belong.

Keywords: internal communication, employee job satisfaction, employee commitment, generation X, Y, Z


Sažetak

Ovaj rad ima za cilj da analizira efekat interne komunikacije na zadovoljstvo i posvećenost zaposlenih u zavisnosti od generacije kojoj zaposleni pripadaju. U današnje vreme, kada organizacije funkcionišu sa višegeneracijskom zaposlenima, neophodno je da svi zaposleni međusobno komuniciraju i saraduju na određen način, radi ostvarenja postavljenih ciljeva i sveukupnih benefita. Ne postoji nijedan univerzalan put do uspeha i način da višegeneracijski ljudski resursi savršeno funkcionišu, ali preferencije u načinu interne komunikacije koje zadovoljavaju određenu generaciju i njihovo međusobno usklađivanje, mogu doprineti da se uobičajeni izazovi koji se javljaju u radnom okruženju prevaziđu, a zaposleni budu zadovoljni svakodnevnim obavljanju aktivnosti. Organizacije koje imaju posvećene zaposlene imaju i veće prihode i produktivnost, pa je neophodno uzeti u obzir i važnost interne komunikacije kada je posvećenost zaposlenih u pitanju. Rezultati ovog istraživanja pokazuju da interna komunikacija pozitivno utiče na zadovoljstvo i posvećenost zaposlenih. Najznačajnija pozitivna korelacija uočena je kod Z generacije kada se govori o internoj komunikaciji i zadovoljstvu zaposlenih, dok je najznačajnija pozitivna između interne komunikacije i posvećenosti zaposlenih uočena kod generacije X. Rezultati ovog istraživanja mogu poslužiti u upotpunjavanju gepa nastalog u istraživanju uticaja interne komunikacije na zadovoljstvo i posvećenost shodno generaciji kojoj zaposleni pripadaju.

Ključne reči: interna komunikacija, zadovoljstvo zaposlenih, posvećenost zaposlenih, generacija X, Y, Z

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1. Introduction

The key to internal communication is the ability to inform employees and help them perform their jobs more efficiently. The message and tone of internal communication should help employees feel more committed to and in control of their work. The importance of internal communication is reflected in employees' ability to feel satisfied, valued, useful, dedicated, and self-reliant in their daily tasks. Nowadays, internal communication has a number of tools, including videos, printed newsletters, social networks, and intranets. The use of online tools has evolved in recent years; therefore, messages have become customized and targeted to the appropriate recipient. This change has led to the fact that employees in organizations can easily share information with each other and collaborate in daily activities. There has also been an increase in investment in organizations' social networks and online communities, mainly due to efforts to increase employee engagement in day-to-day operations. The use of social tools in business leads to the democratization of information and certain challenges for internal communicators; however, it is adapted to newer generations.

When several generations (X, Y, and Z) are employed in an organization, their preferences for internal communication can differ. For the organization to function adequately, it is necessary to know the desired communication channels and create their optimal combination. Nowadays, in organizations, it is necessary for the combination of communication channels to be wide and diverse as well as to recognize the importance of internal communication. The content and delivery of messages through internal communication must be adapted to meet the needs of all generations (X, Y, and Z). Nowadays, employees belonging to the aforementioned generations embrace digital technology, but expect to use different channels of internal communication at work.

Understanding the current preferences of employees when it comes to internal communication allows for a stronger understanding and creation of channels of internal communication that will meet the needs of employees (Rashid & Gul, 2023). A number of elements should be considered when using internal communication in a multi-generational work environment on a daily basis. To determine preferences, it is necessary to test which types of channels and methods of internal communication appeal to employees of different generations, that is, with which methods of internal communication they would be satisfied. Employee commitment is a key principle for internal communication and is based on the assumption that internal communication in an organization depends on how employees will perform their work, that is, how committed they will be.

By reviewing the literature in this area, it was determined that there is a lack of studies on internal communication and its impact on the satisfaction and commitment of employees in relation to the generation to which they belong. The potential for internal communication is insufficiently used in practice, especially in the domain of

meeting the needs of employees and its impact on their commitment. Given that there is limited research and theory on how organizations adapt to generational differences in internal communication, this study investigates the effects of internal communication on employee job satisfaction and commitment according to the generation to which employees belong (X, Y, and Z).

2. Literature review

Internal communication and employee job satisfaction

Communication is the key to organizational commitment, productivity, and innovation and is important for decision making, performance, and productivity (Findlay & Kowbel, 2013). The goal of communication is to establish a community and sociability (Prabawani et al. 2022). Communication fulfills basic human needs- contact with other people (Nešković, 2015). "Communication is one of the most dynamic, complex, and comprehensive activities in human society" (Vranješ, 2018). Communication, as a complex system of numerous activities, refers to the totality of various forms, connections, and contacts between members of society and the transmission of messages from one person or group to another (Pavlović, 2016). Communication is necessary for the interaction between people and to ensure successful business (Top & Ali, 2021).

"Internal communication is operationally defined as the exchange of information, both informal and formal, between management and employees in an organization" (Čorić et al., 2020). In modern business, the boundaries between internal and external communication are being erased; therefore, internal communication is seen as part of corporate communications (Cornelissen, 2020). "Internal communication may include newsletters, handouts, surveys, emails, and suggestion boxes. Internal communication focuses on connecting individual employees, groups, and the organization as a whole to facilitate the realization of common interests and spontaneous cooperation" (Kulachai et al., 2018). Internal communication channels provide employees with opportunities to respond in multiple ways. Thus, the importance of an internal communication strategy cannot be ignored. Employees can respond via email to a multitude of messages. Internal newsletters created using internal communication tools allow employees to share employee feedback directly through communication. Internal communication represents the necessary management activities in the organization and is considered a vital factor used by employees at all levels, based on which they receive information about tasks and duties (Ali et al., 2021). Internal communication also represents individual interactions that take place among employees in an organization (Saleh et al., 2021).

"The goal of internal communication is to identify and maintain mutually beneficial relationships between the organization and employees on whom organizational success depends" (Robbins & Judge, 2021). The strategic role of internal communication is reflected in conveying messages from top management to employees, conveying

values, mission, and vision, raising awareness of priorities and business, preserving internal credibility, motivating employees, facilitating the transfer of feedback, and improving communication skills (Tkalac Verčić et al., 2009).

It is necessary to improve internal communication because it has a direct impact on the efficiency, satisfaction, commitment, and motivation of employees in the organization (Nguyen & Ha, 2023). Investing in internal communications is the foundation of an optimal strategic business. Within internal communication, it is necessary to adequately, truthfully, timely, and clearly inform the employees. Although this is the most complex form of communication, it is necessary for employees to accept certain activities and work processes. This leads to satisfaction. Internal communication conveys the organization's values to employees and familiarizes them with their vision, goals, and strategies (Milanović & Radosavljević Njegić, 2019).

Internal communication strategies describe which channels are available and how the organization should use each of them. An internal audit of communication channels includes an assessment of how different channels are performing, and is completed by creating key performance indicators for internal communication channels that aim to measure how employees interact with them and how satisfied they are. The goal of all internal communication channels is to enable smooth interaction between employees and businesses. Assessing employee job satisfaction in organizations is important given that satisfied employees are a valuable asset of the organization (Verčić & Špoljarić, 2020; Berkup, 2014). The goal of internal communication is to achieve high employee job satisfaction (Milanović et al. 2022). Internal communication plays a significant role in increasing employees' satisfaction (Nikolić et al. 2013). Adequate internal communication is the foundation of successful external communication, as it affects the efficiency, satisfaction, commitment, and motivation of employees (Gill, 2011). Due to the direct connection between the organization goals and its development, investment in human resources and internal communication is the basis of any good strategic thinking (Stojanović, 2015).

Based on the above, the following hypothesis was formulated:

H₁: Internal communication has a positive effect on employees' satisfaction.

Internal communication and employee commitment

Internal communication represents the exchange and sharing of knowledge among employees (Chen and Cheng, 2012). Internal communication is necessary to increase employee job satisfaction, commitment and productivity (Čuić Tanković et al. 2022). Currently, internal communication is considered one of the most important tools in the successful management of an organization (Anwar & Balcioglu, 2016). Any organization can successfully communicate externally if

there is adequate internal communication and coordination.

Employee commitment describes emotional and intellectual commitment to an organization and its success. Committed employees understand the purpose and meaning of work and make discreet efforts to improve the organization's operations (Balakrishnan & Masthan, 2013). Employee commitment can be defined as the degree to which employees invest effort in the form of additional time, strength, knowledge, and energy (Sumarno & Iqbal, 2022; Idowu, 2018). Employees need to feel emotionally connected to the organization (Dramićanin, 2019). Commitment is at the center of attention of a large number of studies because it can be decisive for organizational performance, performance, and efficiency (Radosavljević et al., 2017). Dedicated employees are not only dedicated, but also passionate about their work. They are more profitable, more productive, more focused and less likely to leave the organization (Martaningsih & Tjahjono, 2022). Employee commitment is closely related to employee turnover, customer satisfaction, loyalty, productivity, safety, profitability criteria, and internal communication (Purnamasari & Netra, 2020; Ewing et al., 2019).

Different channels excel at different tasks, and the best internal communicators within an organization know how to use different channels in combination to increase engagement and effectiveness. Management can increase employees' commitment to the organization by improving the quality of internal communication (Kaur & Jain, 2020). "Satisfaction with communication implies an effective response to the fulfillment of expectations in the exchange of process messages, which turns into a pleasant and fulfilling experience" (Santoso et al., 2022). The authors discovered that internal communication was a critical factor in building employee commitment (Sinčić et al., 2020). An organization achieves success by improving internal communication, building employee commitment, and ensuring that they understand the organization's vision, mindset, and goals (Tomlinson, 2010).

Based on the above, the following hypothesis was formed:
H₂: *Internal communication has a positive effect on employees' commitment.*

Characteristics of Generation X, Y and Z and internal communication

Members of *Generation X* include employees born in the period from 1965-1980. *Generation X* likes flexible work; they are currently in the middle of their career path and are mostly in management positions, where they represent decision-makers (Appelbaum et al., 2022). *Generation X* is responsible for the evolution of the personal computer and is technically literate, despite representing the "older" employees, at a time when technology has become dominant in daily work (Kapoor & Solomon, 2011). Members of this generation feel equally comfortable in face-to-face interactions as in digital communication. They generally prefer a form of communication that is

most effective at a given moment for the task entrusted to them (Hansen & Leuty, 2012).

Employees belonging to this generation use the following technology in internal communication: e-mail, text messages, and social networks, and appreciate the professional tone of the message. In business, Generation X expects an environment that is flexible, stimulating, challenging, and interesting (Martin & Ottemann, 2015). Generation X likes to learn, think, and communicate using technology as an integral part of problem-solving, making them highly practical in the workplace (Anantatmula & Shrivastav, 2012).

Generation Y or millennials includes employees born in the period from 1981-1996. These employees are identified by seven key characteristics: special, protected, secure, team-oriented, conventional, always under pressure, and desire for achievement (Nabawanuka and Ekmekcioglu, 2022). Generation Y members are active, task-oriented, team players, and enjoy collaborating (Cattermole, 2018). This generation is very self-educated, given the advent of the Internet and the ability to use search engines to find wealth of information (Bilgihan et al., 2014). An additional characteristic is that this generation has the will and desire to work anywhere at any time (Strawderman, 2014). Generation Y thrives in a fast-paced technological environment where differences are respected and valued. This generation expects constant feedback and wants challenging projects, because they are process-oriented and not to the final outcome (Anderson et al., 2016).

Generation Y's internal communication channel preferences boil down to social networks being less preferred over an intranet, but a monthly employee newsletter is preferred over an intranet (Lee 2022). Millennials find traditional channels such as face-to-face meetings when discussing business strategies (Nadanyiova & Das, 2020). Simultaneously, this group of employees believes that mass communication and social media are suitable for internal communication with a large group of employees (Mahmoud et al., 2021). For Generation Y, Facebook is the most widely used platform for sharing internal information (Strawdarman 2014). Generation Y, that is, millennials, believe that their needs when it comes to internal communication are important and are not afraid to communicate their requirements (Pološki Vokić et al., 2020). Millennials expect feedback when communicating internally. They expect the messages transmitted through internal communication to be short and clear (Pathak, 2019).

Generation Z includes young people born between 1997 and 2010, when access to the Internet and digital technology became commonplace. This generation is skilled when it comes to internal communication solutions offered to the network (Šakytė-Statnickė et al., 2023). Their world consists of instant messaging and social media, where they can communicate and follow each other, and share creative content and authenticity (Wiedmer, 2016). Generation Z is characterized by

interest in adaptation, self-education, cooperation, valuing work, and desire for social good (Schroth, 2019).

Generation Z reaches the age when it starts to get a job and encounters internal communication in the workplace. Social media tools play a major role in how Generation Z communicates and receives certain messages, such as pictures, gif, and videos (Roth-Cohen et al., 2019). It is vitally important that the right channels of internal communication are engaged in daily business with Generation Z so that these employees are satisfied and the work is completed as expected. Generation Z is tech savvy and depends on it to interact, play, and learn. They are skilled multitaskers, more socially responsible, and have greater access to the world through various communication channels.

Differences in internal communication between generations

Internal communication is an incentive that enables employees to perform their tasks efficiently (Anwar & Abdullah, 2021). The importance of internal communication is reflected in the exchange of information and the expansion of knowledge among employees of different generations (Ali & Anwar, 2021). Intergenerational internal communication represents the chronological distance between generational groups that live in different historical periods and use different communication channels, have different needs when it comes to communication, and have different skills and experiences related to communication (Williams & Nussbaum, 2012).

Research shows that generations X and Y believe that online and face-to-face conversations are important, with generation Z preferring communication via the intranet (Zdolšek & Sedej, 2022). At work, Generation Z filters information quickly and requires quick updates without any details, unlike Generation X and Generation Y (Johnson, 2019). In the workplace, Generation Z works through a large amount of information very quickly but expects flexible and immediate feedback (Benitez-Marquez et al., 2022). Generation Z has difficulty working with others who have opposing opinions in relation to them and expresses this in everyday internal communication (Björck & Guhl, 2023). At the same time, they are not eager to change and adapt like Generation X and Generation Y (Almog & Almog, 2019).

As Generation Z is exclusively focused on technology, they understand face-to-face conversations during internal communication as personal, and this includes video calls via Zoom, Microsoft Teams, or Google Hangouts, which Generation X and Y do not appreciate greatly (Fortunati et al., 2019). Generation Z is ditching some of the traditional communication channels in favor of keeping things more casual, unlike the older generations.

For the organization to adapt to internal communication and meet the needs of all generations that work in it, it is necessary to invest in the right technology. Generation Z is used to having solutions tailored to their needs, and they

expect the organization to take care of their positive experiences through internal communication (Maioli, 2016). Generations X and Y do not have such a clear and demanding attitude toward internal communication, which must be adapted to them (Zdolšek & Sedej, 2022). The implementation of measures that will enable internal communication in accordance with the needs and preferences of all employees can enable them to be satisfied, and dedicated.

Based on the relevant literature, it was determined that earlier studies did not examine the effect of internal communication on employee job satisfaction and growth, depending on the generation to which employees belong. Therefore, it is assumed that internal communication has a positive influence on both the satisfaction and commitment of employees to all three generations to which they belong. Therefore, the influence of internal communication on satisfaction and commitment depending on the generation was investigated.

Based on the above, the following hypothesis is formulated:

H₃: Internal communication has the strongest direct and positive correlation with employee job satisfaction in Generation Z.

H₄: Internal communication has the strongest direct and positive correlation with employee commitment in Generation X.

3. Methodology

Sample and methods of data collection: The survey was conducted online. The questionnaire contained a general section about the respondents and a section related to the components of internal communication, employee job satisfaction, and employee commitment. A total of 126 questionnaires were completed. Respondents filled out the survey based on their personal experiences and experiences related to internal communication in the organization where they were employed. Table 1 presents characteristics of the sample.

Table 1. Characteristics of the sample

	Frequency (N = 100)	
	N	%
<i>Gender</i>		
Women	74	58.73
Men	52	41.27
<i>Education</i>		
High school	56	44.44
College	34	26.98
Bachelor's degree	20	15.87
Master's degree	16	12.71
<i>Generation</i>		
X (1965-1980)	42	33.33
Y (1981-1996)	42	33.33
Z (1997-2010)	42	33.33

Source: Author's calculation

In the observed sample, there was a higher proportion of female respondents (58.73 %), followed by those with high school diplomas (44.44 %). Regarding the generation to which the respondents belonged, the number of

respondents from all three generations was evenly distributed, with 42 respondents each.

The second part of the questionnaire contained questions on internal communication employee job satisfaction, and employee commitment. The study used a modified version of the questionnaire, based on research by Čuić Tanković et al., 2022; Balakrishnan & Masthan, 2013. Three key variables were identified in the research: internal communication, employee job satisfaction, and employee commitment. Satisfaction with internal communication was observed through six question segments, with each segment including four statements. Respondents expressed their views on a Likert scale (1-5).

4. Results and discussion

Pearson's correlation analysis was used to determine relationships between the observed variables. Statistical data processing and analyses were performed using IBM SPSS software, version 22. The independent variable was internal communication, while the dependent variables were employee job satisfaction and employee commitment.

The results of the scale reliability test using the Cronbach's alpha coefficient show the following: internal communication, $\alpha = 0.848$; employee job satisfaction, $\alpha = 0.914$; and employee commitment, $\alpha = 0.897$. It can be concluded that all scales have satisfactory reliability, since the Cronbach's alpha coefficient is greater than 0.7 (Hair et al., 2010).

The H₁ and H₂ investigated the influence of internal communication on employee job satisfaction and commitment.

Table 2. Parameters of regression analysis

Variable	Internal communication		
	R	R ²	p
Employee job satisfaction	0.621	0.386	0.01
Employee commitment	0.544	0.296	0.01

Source: Author's calculation

Based on the obtained coefficients, it was concluded that the model in which internal communication is included predicts 38.6% of the total variance in the dependent variable employee job satisfaction and 29.6% in the dependent variable employee commitment. Given that the minimum recommended value is 0.1-0.25, it is considered that the model is considered to be satisfied. Thus, there is a significant and positive effect of internal communication on employee job satisfaction and commitment. Consequently, hypotheses H₁ and H₂ are confirmed.

The results of the research in this work were the direct and positive impact of internal communication on the satisfaction and commitment of employees, with the fact that it is also necessary to examine the strength of the impact of internal communication on the satisfaction and commitment of employees according to the generation to which the respondents belong.

Table 3. Correlation between internal communication and employee job satisfaction and commitment based on the generation to which the respondents belong

		Internal communication
Employee job satisfaction	Gen X	0.564**
	Gen Y	0.614**
	Gen Z	0.724**
Employee commitment	Gen X	0.706**
	Gen Y	0.674**
	Gen Z	0.692**

** Statistical significance is at the level of 0.01

Source: Author's calculation

Generation X: There is a direct and positive relationship between internal communication and the satisfaction of employees who belong to this generation, but the relationship, despite being direct and positive, is weaker than the results obtained for generations Y and Z. As for the relationship between internal communication and regarding the commitment of employees belonging to Generation X, there is a direct and positive relationship and compared to the results for the other two generations of respondents, it can be seen that the relationship between internal communication and commitment of employees in Generation X is the strongest.

Generation Y: There is a direct and positive relationship between internal communication and employee job satisfaction belonging to this generation, but the relationship, despite being direct and positive, is weaker in relation to the results obtained for Generation Z but stronger in relation to the results obtained for Generation Y and X. As far as the connection between internal communication and commitment of employees belonging to Generation Y is concerned, there is a direct and positive relationship and compared to the results for the other two generations of respondents, it can be observed that the connection between internal communication and commitment of employees in Generation Y is the weakest.

Generation Z: There is a direct and positive relationship between internal communication and employee job satisfaction belonging to this generation, but the relationship, despite being direct and positive, is weaker than the results obtained for Generation X, but stronger than the results obtained for Generation Y. As far as the connection between internal communication and commitment of employees belonging to generation Z is concerned, there is a direct and positive relationship and compared to the results for the other two generations of respondents, it is observed that the connection between internal communication and commitment of employees in generation Z is the weakest.

From the aforementioned findings, it can be concluded that Hypotheses H₃ and H₄ are confirmed. Internal communication has the strongest direct and positive influence on the satisfaction of Generation Z employees, while internal communication has the strongest direct and positive influence on the commitment of Generation X employees.

5. Practical implication and contribution

Nowadays, one of the biggest challenges for organizations is the coordination of different generations and simultaneously achieving their satisfaction and commitment to work. Understanding internal communication is fundamentally important for the continuous development of an organization and daily interaction with employees. In a working environment with open internal communication, employees can interact and discuss, facilitating the sharing of knowledge, experience, and advice, which has a positive impact on the organization's operations. For organizations operating in the modern world, it is important to recognize generational differences in internal communication, satisfaction, and commitment. The results of this research illustrate how internal communication affects the satisfaction of employees belonging to generations X, Y, and Z, and how internal communication affects their commitment. Insights from this study illustrate how accurately understanding employee needs in terms of internal communication plays a role in increasing employee job satisfaction and commitment. It is worth determining whether the concept of generational differences has an empirical basis. The results of this research showed that the differences between the three generations are easily identifiable, and that there are differences in the strength of the connection between internal communication, satisfaction, and commitment depending on the generation. By identifying the necessary data, organizations can adapt internal communication to the needs of employees while respecting differences in attitudes and behaviors according to the generation.

The practical implications of this study can be useful for managers of various organizations both in the country and abroad. Adapting internal communication leads to increased employee job satisfaction and commitment, which can benefit the organization in the future. Organizations and their managers can improve internal communication with the goal that employees enjoy a better work environment, which leads to greater satisfaction and commitment. Regular improvement of methods and channels of internal communication can make employees more efficient and, at the same time, increase the probability that they will work more dedicated, committed, and passionate. Satisfied and committed employees increase the competitive advantage of the organization, which should be the mission of all organizations. It is necessary to constantly improve internal communication, because the ability to communicate effectively with multigenerational employees is indispensable in most organizations. For this reason, it is necessary to facilitate internal communication using various modern tools, such as Internet platforms, various applications, and other communication technologies.

Organizations should not look at the multigenerational workplace as a challenge, but as an opportunity to use it in a way that will improve the organization's operations. However, functioning within a multigenerational workplace is not easy, and differences between

generations can be used to supplement and increase productivity and interpersonal cooperation among members of different generations.

Limitations and future research

Given the importance of internal communication and employee job satisfaction and commitment, and the lack of research on intergenerational differences in the impact of internal communication on satisfaction and commitment, research was conducted on a sample of employees belonging to generations X, Y, and Z. This finding is important because it contributes to earlier research.

However, the limitations of this study offer opportunities for future research. Only respondents from the territory of the Republic of Serbia participated in this research, so it is possible to expand the sample to neighboring countries or make a comparison on a global level. It would be interesting to test the differences in the answers if the generation of employed Boomers (born between 1946-1964) were added, who cannot really cope in the modern world, especially when it comes to modern communication technology. However, bridging the age gap can be daunting, but a chance for employees to learn from each other. Different generations often have different preferred ways of internal communication, but no way is inherently better or worse; they only need to be combined according to the needs of employees.

It is also possible to enlarge the sample size. Simultaneously, it is possible to include other variables such as how internal communication affects the motivation, trust, and business success of the organization.

As regression and correlations were used in this study, in future research, it is possible to use other methods such as factor analysis, especially if only the influence of one independent variable on one dependent variable is examined in a large sample.

Internal communication in an organization can be both formal and informal. Different generations prefer a different type of internal communication, Generation X prefers formal communication, and Generation Z is oriented towards informal internal communication. In the future, it will be possible to conduct research on how both types of internal communication affect the satisfaction and commitment of employees depending on the generation they belong to.

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