

**EFFECT OF GENERATION Y MOTIVATORS ON GENERATION-Y  
ORGANIZATIONAL COMMITMENT: A CASE STUDY OF NAKURU COUNTY  
GOVERNMENT HEADQUARTERS**

**KING'ORI MARY WANJUGU**

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## DECLARATION AND APPROVAL

### Declaration

This research project is my original work and has not been presented to other university for award of a degree or a diploma.

..... Date .....

King'ori Mary Wanjugu

**GMB/NE/0105/01/14**

### Approval

This project has been submitted for examination with our approval as University supervisors

..... Date .....

Dr. Maina, Waiganjo

Lecturer, School of Business

Kabarak University

..... Date .....

Mr. Ragama, Philip

Lecturer, School of Business

Kabarak University

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## **DEDICATION**

This work is dedicated to the Almighty God, my best friend Ronald, my sister Annabel, my lovely mum Enisha and my dad Charles.

## ABSTRACT

The purpose of this study was to examine generation Y motivators (work relation, work life balance and technology support) and how they affect their organizational commitment. The objectives guiding the study were; to assess the effect of workplace relationship on commitment of generation Y employees, to examine the effect of work life balance on commitment of generation Y employees and to analyze the effect of technology support on commitment of generation Y employees. A cross-sectional survey research design was adopted. The target population comprised all the 97 generation Y employees, currently working at the Nakuru County Government Headquarters. A structured questionnaire was used to collect data which was analyzed using descriptive statistics (mainly frequency, percentages and chi square). Pearson's Correlation was used to show the direction and the strength of the relationship between generation Y motivators and their commitment to the organization while regression analysis was used to determine to what degree the independent variables (work life balance, workplace relationship and technology support) explained a change in organizational commitment. Findings of the study were presented in tables. Results showed that when all variables (workplace relation, work life balance and technology support) are combined it can explain approximately 14.2% of the variations in generation Y employees' commitment in Nakuru County Government Headquarters. The findings also found out that work life balance aspects had a significant effect at 10% level of significance ( $\beta_2 = 0.250$ ;  $p = 0.80$ ), and workplace relationship and technology support factors were also significant ( $\beta_1 = -0.555$ ;  $p = 0.05$ ) and ( $\beta_3 = -0.609$ ;  $p = 0.02$ ) respectively. From the findings it can be concluded that technology support and workplace relationships are important motivating factors to generation Y employee commitment while work life balance was less important, in Nakuru County Government Headquarters. The researcher recommends further research to be attempted in private firms, to find out whether generation Y motivators affect the organization commitment of generation Y employees. The study also recommends that the Human Resource managers of Nakuru County Government Headquarters should put in practice all the generation Y motivators as mentioned in this study as a tool for increasing generation Y commitment to their organization.

**Keywords:** *Generation Y, Organization commitment, workplace relationships, work life balance, technology support.*

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Global workforce is generally classified by researchers into four major generations : Veterans (born before 1945); Baby Boomers (born 1946–1964); Generation X (born 1965–1979) and Generation Y or millennials (born 1980 onwards) (Zemke ,Raines & Filipczac,2000; Duchscher & Cowin ,2004). Each generation possesses unique characteristics that affect not only work ethic and relationships, but also how change is managed and the perception of organizational hierarchy. These characteristics and life experiences result in areas of potential workplace strife surrounding their differing and diverse motivators (Glass, 2007).

Generation Y, is the youngest group of workforce; they strive to maintain a balance between home and work, and prefer collaborative and cohesive approaches to work. Job portability and lateral career moves are important to this group (Duchscher & Cowin, 2004). As the earlier generations retire and the young millennials enter the workforce, there has been a massive demographic shift posing challenges for even the most successful organizations. Despite being highly sought-after for their tech-savvy and energetic work ethic, their loyalty is hard to obtain and hence high chances of losing them to other organizations (Sujansky & Ferri-Reed, 2009).

According to Sujansky and Ferri-Reed (2009), the high rate of earlier generations exiting the workplace due to retirement only means that in the next ten years to come, generation Y will be the highest percentage of workforce in the labor market. Proactive organizations should therefore consider learning this generation’s characteristic so as to ensure smooth co-existence with other generations’ employees at the workplace.

Generation Y employees are tech savvy and for the most part, will be far ahead of existing office employees when it comes to the latest technology. They are not only comfortable with computers, iPods, uses of Wi-Fi, etc but they are also familiar with many computer software packages in use offices. This capability helps this category of employees to be able to perform many tasks that involves writing of documents, tabling,

retrieval and presentation of information. This knowledge is recognized as a resource that this generation is ready to share it, with other colleagues (Patel, 2007).

While this generation of employees is willing to work hard, they do not live to work. They seek purpose from their work as well as rewards. Organizations that recognize the high ambition of these employees by planning roles that are suitably challenging and complex and provide as much choice as possible in the job, such as work scheduling, choice of which duties to do and the order in which they are handled will benefit greatly such expanded choices, higher perceived individual control, leading to greater job satisfaction (Bedingfield,2005;Amar, 2004; Hulett, 2006).Functionally managers should assign different tasks to employees, allowing them to work on different projects and keep an open mind on how they can bring new and motivating ideas to the company so as to accomplish more (Meier & Crocker, 2010).

Relationally, research has shown that there exists a strong correlation exists between workplace satisfactions of generation Y and perceived managerial competence (Eisner, 2005) and Morton, (2002) suggests that in order to retain generation Y, managers should to be able to relate to and value these employees.

Since the relationship with the immediate manager is considered crucial to the level of engagement (Lowe, 2008), generation Y employees prefer not to be micromanaged and demand considerable freedom in the performance of their tasks while. They also seek regular feedback and want the guiding hand of a manager and expect their managers to be knowledgeable in cutting edge practices and have as much education as themselves. Tapscott (2008) caps this by suggesting that traditional management methods need reconsidering and that the job of managing generation Y is more about creating a context in which they can be successful, rather than supervising them.

## **1.2Statement of the problem**

The importance of motivation in organizations cannot be overstated. It is seen as a psychological catalyst that accelerates employee's productivity. Highly-motivated

employees, display willingness to get the job done efficiently and effectively, resulting in higher productivity, increased revenue, cost savings, satisfied employees and business owners. Employees with low motivation tend to work slower, are inefficient and low performers, display low commitment which leads to huge losses (Mckay, 1999).

At Nakuru County Government 60% of employees fall in the generation Y category and according the Human Resource Management Department report of 2015, there has been high incidents of disciplinary cases meted out to the generation Y employees as a result of absenteeism, time unconsciousness and insubordination (Disciplinary annual report,2015). These are manifestations of a demotivated workforce (Chhabra, 2010), and will most likely affect commitment.

The needs of different generations pose a challenge for managers, especially when they try to motivate and match their needs and values with organizations goals (Campbell & Twenge, 2008).According to Smolla and Sutton (2002), generation Y desire a work life balance, an environment that allows for quality relationships among employees and an organization that meet their demand for current technology.

This study sought to investigate three main variables (workplace relationship, work life balance and technological support) that are considered by Smolla and Sutton (2002) as the key generation Y motivators and their effect on commitment of generation Y employees at Nakuru County Government Headquarters.

### **1.3 General Objective**

The general objective of this study was to investigate the effect of generation Y employee's motivators on their commitment to an organization.

### **1.4 Specific Objectives**

1. To assess the effect of workplace relationships on commitment to work of generation Y employees at Nakuru County Government Headquarters.
2. To examine the effect of work life balance on commitment to work of generation Y employees at Nakuru County Government Headquarters.

3. To analyze the effect of technology support on commitment to work of generation Y employees at Nakuru County Government Headquarters.

### **1.5 Research Hypotheses**

H0<sub>1</sub>: Workplace relationship has no significant effect on commitment to work of generation Y employees at Nakuru County Government Headquarters.

H0<sub>2</sub>: Work life balance has no significant effect on commitment to work of generation Y employees at Nakuru County Government Headquarters.

H0<sub>3</sub>: Technology support has no significant effect on commitment to work of generation Y employees Nakuru County Government Headquarters.

### **1.6 Significance of the Study**

The study findings could enable Human Resource Managers in Nakuru County Government Headquarters to use generation Y motivators to reduce disciplinary cases at the workplace and also give them an insight into understanding how work relationships, work life balance and technology could influence generation Y employees to be committed to that organization, it could also help the Human Resource Managers to re-design jobs to boost commitment of this generation. The findings of this study are likely to motivate other researchers who may be interested in carrying out further research in this area. Finally, the findings could also serve as reference material for scholars.

### **1.7 Scope of the Study**

The study was carried out at the Nakuru County Government Headquarters which hosts the highest percentage of generation Y employees deployed in the different departments in the county. All the generation Y employees in the department were involved as respondents and the three motivators namely workplace relationships, work life balance and technology support and how they affected their commitment to an organization were investigated.

### **1.8 Limitations/delimitation of the Study**

The findings of this study may not be generalized because data will be collected from one county government. More studies will be required before drawing the general conclusions. The respondents approached were also reluctant at first to give information perhaps fearing that the information sought might be used to intimidate them. To face out their concerns the researcher sought to explain the purpose of the study. An introductory letter from the university was also used to assure the respondents that the information provided will be strictly for academic purposes.

### **1.9 Operational Definition of Terms**

**Extra-curricular:** Extra-curricular activities are those that occur outside the formal curriculum; they may include voluntary or paid work, projects, and short term or long-term placements (Tchibozo & Pasteur, 2007). The study will adopt the same meaning focusing on generation Y employees' hobbies, community service obligations, health fitness and social life e.g. meeting friends.

**Generation Y:** Also referred to as the millennials, are individuals born between 1980 and 2000 (Zemke, Raines & Filipczac, (2000) and Duchscher & Cowin, (2002). The same meaning is retained in this study, i.e. employees under the age of 35.

**Motivators:** These are factors that influence the willingness a person has to exert high levels of effort toward organizational goals, conditioned by the efforts ability to satisfy some individual need (Ramlall, 2004). Workplace relationship, work life balance and technology support are the generation Y employees motivators that are considered for this study.

**Organization Commitment:** According to Bateman and Strasser (1984), organization commitment involves an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership". This study adopts the same meaning and this variable will be measured in terms of employee's intention to stay, identification



with organization goals, willingness to exert extra effort on behalf of the organization and willingness to cope with stressful job conditions.

**Technology Support:** Banta (2009), defines technology is a concept that deals with use and knowledge of tools and crafts and how its use affects the ability to control and adapt to the social and physical environment. In this study technology support involves the availing of these tools which are appropriate and up to date that aid generation Y employees in their work and will be measured in terms of availability of internet connectivity, current computers, their ease of use, efficiency and effectiveness of file retrieving and how it helps employees to save on time.

**Work Life Balance:** Lockett (2012), views work life balance as the equilibrium between professional work and other activities, in order to reduce friction between official and domestic life. Work-family conflict and work-extracurricular conflict are the frictions that are considered in this study.

**Workplace Relationship:** Winnubst and Schabrac (1996), suggests that work relationships refers to the degree to which people believe that they are important, respected, valued, part of a communication network and mutual support. Supervisors respect for others opinion, supervisor support with personal development, employee contribution to decision making and informal channel of communication will be used to measure this variable in this study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the review of literature from other researchers who have carried out similar studies in the same field of study. It is divided into three main sections, the first subsection covers theoretical review which consists of expectancy and acquired need theories, second subsection covers the empirical review which explains the studies and findings of other researchers that are related to this study and the last subsection presenting the conceptual framework which explains how the variables of this study relate and how they are measured.

#### **2.2 Theoretical Literature Review**

Various theories addressing motivation have been advanced by a number of authors as basis of commitment to an organization. In this section relevant theories to this study are reviewed with an aim of helping the researcher understand the generation Y motivators better.

##### **2.2.1 Expectancy theory**

Expectancy theory was propounded by Vroom's (1964). This theory assumes that motivation is a multiplicative function of three type components: Expectancy (effort will result in performance) x instrumentality (performance will result in reward) x Valence of rewards (the perceived value of the rewards expected). This means, a higher level of motivation will result if people believe that putting in a great effort will lead to a good performance and that performance will bring a reward if those rewards have a high valence. Three aspects have been suggested as to the application of expectation theory to managers. These include trying to maximize work expectancies, instrumentalities and valences that support the organization's production purpose (Vroom's 1964).

This theory is considered as the most comprehensive, valued and useful approach to understanding motivation of employees. Kreitner and Kinicki (1999) and Smit and Cronje (2002) posit that the theory holds that people are expected to behave in ways that

produce desired combinations of expected outcomes. These authors further argue that people will act according to their perception that their efforts will lead to certain performance and outcome and by how much they value the outcome. Thus, employees' effort will lead to performance, and performance will lead to rewards. Rewards may be either positive or negative; the more positive the reward, the more likely an employee is to be motivated. On the other hand, the more negative the reward, the less likely an employee is to be motivated.

High expectations generally attract high motivation than low expectations do. Instrumentality (performance - reward relationship) refers to the degree to which an individual believes that a certain level of performance will lead to the attainment of a desired outcome. For motivation to be high, employees must value the outcomes they will receive for their performance (Smit & Cronje, 2002; Schultz & Schultz, 2006). Managers must link performance to reward in order to encourage high performing employees. The expectancy theory in this case is relevant as it presents the importance of managers to figure out what outcomes this cohort of employee values and what reward have valence to them.

### **2.2.2 Acquired Needs Theory**

The acquired needs theory was originally developed by David McClelland in the 1940's. McClelland's theory does not include the basic needs, the first two levels of Maslow's pyramid (Physiological and Safety needs). It only covers the higher-level needs, Belongingness and Self-Actualization. McClelland proposes that everyone has a need for achievement, power and affiliation (Lussier & Achua, 2007), though it might be to varying degrees. To successfully motivate an employee it is essential to understand which need that dominates him or her. McClelland proposes that there is a strong connection between traits, behaviour and motivation.

Employees with a high need for Achievement are very task oriented and can be motivated by challenging non-routine tasks and increased responsibility.

Employees with a high need for Power like to be in control of their situation. These people can be motivated by being included in the decision making and by being trusted to plan and perform their own jobs. Employees with a high need for Affiliation are very relationship oriented. They can be motivated by praise and recognition and usually prefer to be part of a team. They make great mentors. McClelland's theory of needs claims that everyone has a need for Achievement, Power and affiliation but to different degrees, and how one of these needs always are stronger than the others. Looking at the characteristics of generation Y it is evident that according to McClelland's model, they fit in all three categories and can be said to have an equally high need for achievement, Power and Affiliation.

They need to achieve, preferably in a team environment, and they need recognition and praise for their work. The generation Y workforce is very flexible, and employers may find that to properly motivate members of generation Y, they need to be flexible too.

### **2.2.3 Equity theory**

As in the case of Expectancy Theory, this theory is also founded on people's perceptions, in this case of the inputs and outcomes involved. Thus, their sense of equity (i.e. fairness) is applied to their subjective view of conditions and not necessarily to the objective situation. The theory states that when people perceive an unequal situation, they experience „equity tension“, which they attempt to reduce by appropriate behavior. This behavior may be to act positively to improve their performance and/or to seek improved rewards, or may be to act negatively. Thus, part of the attractiveness (valence) of rewards in a work context is the extent to which they are seen to be comparable to those available to the peer-group Adams (1963).

There are two models that explain the concept of equity i.e. model by Adams, (1963) and Jacques (1961). According to Adams, individuals compare their inputs and outcomes to those of some other relevant person in determining whether they are equitably (fairly) treated. According to Equity theory, people compare the rewards they receive, relative to the effort they must make to receive those rewards, to some relevant other person or persons performing the same task in the same organization or elsewhere.

If the individual perceives some inequity, the result is motivation to reduce the perceived inequity (Adams, 1963). The key word though is 'perceived' where the inequity could result because some individuals evaluate and classify as inputs and outcomes factors that other individuals might consider irrelevant or unimportant. Adams (1963) however, notes that people can decide to deliberately distort their or another's inputs and or outcomes, attempt to change their or another's inputs or outcomes, change the comparison person, reduce their involvement in the exchange relationship or leave the field altogether (quit the job). All the above scenarios have negative implications for performance. Adams theory therefore attributes motivation to some external standard. Equity theory cannot apply in the same way to intrinsic rewards, such as intrinsic job interest, personal achievement and exercise of responsibility, which by their very nature are personal to the individual, entirely subjective, and therefore less capable of comparison in any credible sense.

On the other hand, Jacques (1961) states that feelings of inequity do not depend on the existence of a relevant other whose input to outcomes ratio differs from the target person's ratio. He suggests that the relevant equity comparison is an internal standard. The assumption is that individuals have some internal standard of fairness based on past experiences against which current conditions are compared to determine fairness of, for example, current pay (Milkovich & Newman, 1993).

Equity is an important factor in any organization and hence in motivating this new generation at the workplace should be put into great consideration. In order to motivate generation Y at Nakuru County Government Headquarters the institution should come up with a reward process that is fair to all the employees performing the same task and with the same performance output. This is likely to increase employees' participation in goal achievement of the organization. This will also bring about good subordinates' and superior subordinate relation hence the willingness of generation Y to stay with an organization for a longer period of time.

## **2.3 Organization Commitment Model**

The study adopted a model propounded by Meyer and Allen (1991), which recognizes three aspects of commitment, namely affective commitment, continuous commitment and normative commitment.

### **2.3.1 Organizational commitment**

According to Miller (2003), also states that organizational commitment is “a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization”. According to Meyer and Allen's (1991) organization commitment model there are three "mind sets" which can characterize an employee's commitment to the organization.

#### **i) Affective Commitment**

Affective Commitment is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged Affective Commitment as the “desire” component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. Meyer and Allen gave this example that “positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality”.

#### **ii) Continuance Commitment**

Continuance Commitment is the “need” component or the gains verses losses of working in an organization. Investments are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership. Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual doesn't see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal

relationships, and other “side bets” that would be incurred from leaving their organization. The problem with this is that these “side bets” don’t occur at once but that they “accumulate with age and tenure” (Meyer and Allen, 1991).

### **iii) Normative Commitment**

According to Meyer and Allen, (1991), an employee commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization.

The employee stays with the organization because he/she "ought to". But generally if an individual invest a great deal they will receive “advanced rewards.” Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being. An employee with greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization’s ability to recruit and retain talent (Meyer & Allen, 1991)

## **2.4. Empirical Review**

This section captures key outputs of relevant studies conducted by other researchers on generation Y motivators (workplace relationships, work life balance and technology support) and their effects on organization commitment.

### **2.4.1 Generation Y characteristics**

To better understand this generation in difference with previous generations, the study reviewed some of their major characteristics, and also how the characteristic explains their behaviors at work in relation to their commitment to their organization.

#### **2.4.1.1 Cultural Acceptance**

Generation Y is the most culturally and ethnically diverse generation, with one-third of children under age 18 being racial or ethnic minorities. Additionally, the presence of multicultural families and alternative lifestyles has been more a part of generation Y's daily lives than any other generation (Erickson, 2008). For example, 95 percent of adult generation Y's approve of blacks and whites dating, and 60 percent say they have dated someone of a different race (Erickson, 2008). Consequently, Cole, Smith, and Lucaus (2002) argue Millennials are more tolerant of differences in race, religion, culture, sexual orientation, and economic status than previous generations. Because Millennials have grown up in a more diverse society, they show a willingness to embrace and accept cultural differences (Blain, 2008). Literature refers to Millennials as both tolerant and accepting in terms of race, sexuality, and culture, but it should not be implied the terms are synonymous. Additionally, when compared with older individuals, members of generation Y are less likely to hold a sense of cultural superiority (Erickson, 2008). According to a Pew Research Center (2004) survey, unlike some cultures, Americans and Western Europeans are wedded to their cultural identities and older individuals in these cultures are likely to have reservations about growing global interconnectedness, to worry that their way of life is threatened, to feel that their culture is superior to others, and to support restrictions on immigration. Further, the survey found 49 percent of 18 to 29-year-olds agree that their culture is superior compared with 68 percent of those 65 and older.

#### **2.4.1.2 Entitlement**

This generation is sometimes labeled the entitlement generation. Their parents' continued financial and emotional support may have contributed to this sense of entitlement both in and outside the workplace. Shifts in parenting philosophies over time, resulted in close, positive relationships between Millennials and their parents (Erickson, 2008; Patalano,



2008). The continued reinforcement and praise Millennials received from their parents early in life has translated in adulthood to what some view as optimism, but others consider false self-confidence and a sense of entitlement (Erickson, 2008). Transferred to the workplace, this sense of entitlement means this generation expects to climb the career ladder at a rate considered unreasonable by co-workers of other generations (Karefalk, Petterssen & Zhu 2007). When their expectations are not met, Millennials show a willingness to move on to new opportunities where they perceive they will be more appreciated (Cruz 2007; Felix 2007). However, according to a survey performed by Robert Half International (2008), this idea that generation Y feels more entitled than previous generations is only a myth. Even though Millennials may share a desire to move up quickly the career ladder, they demonstrate a willingness to pay their dues in other ways, often through education as they perceive more advanced degrees accelerate advancement in the workplace. Many Millennials believe that they'll have to work harder than previous generations and save more money for retirement. Still, scholars note generation Y expects to be valued by their employers as key assets of the organization and that their input will be taken into full account and acted on by their employers (Ballenstedt & Rosenberg, 2008; Blain, 2008; BSG Concours, 2007).

#### **2.4.1.3 Volunteerism**

Generation Y demonstrates a willingness to donate their time to some form of public service. Erickson (2008) terms this a new wave of volunteerism, reminiscent of (Baby Boomers). In a survey of 2,001 individuals, three-quarters of Millennials said they volunteered in some form in the last year, while nine out of ten planned to volunteer in the coming year (Paul, 2001). Pooley states, "members of generation Y are generally more civic minded and appear to be predisposed to being more actively involved in volunteering than individuals in previous generations" (Pooley, 2005). Verifying this, 81 percent of generation Y engaged in civic activities in 2007 (Erickson, 2008). Cole states members of Generation Y "have greater tendencies to engage in community service than their previous generations" (Cole, Smith, & Lucas, 2002). Additionally, according to a 2006 study by Cone Inc, members of generation Y "are currently worried about the state of the world today and feel personally responsible to make a difference.

They are attempting to live up to that responsibility by volunteering, recycling, educating friends and family on social and environmental causes and donating money (Cone Millennial Cause Study, 2006). Regarding gender, women tend to volunteer at higher rates than men. According to a BLS report (2009), in 2008 the volunteer rate among women exceeds (29.4 percent) that of men (23.2 percent) across major demographic characteristics. There is an important socioeconomic distinction among generation Y's civic-minded efforts as volunteering is class driven (Erickson, 2008). An individual's human or personal capital and social capital, which Putnam (2000) defines as connections among individuals determine volunteerism. Thus, higher levels of education and socioeconomic status are positively correlated with higher rates of volunteerism, but individuals' social networks also play an important role (Wilson & Musnick, 1998). In terms of volunteer rates of African Americans versus whites, because of the complex interactions of personal resources, which group volunteers most is ambiguous. According to Musick, Wilson, and Bynum (2000) to the extent that volunteering is a function of personal resources, and if whites possess more of them, they should volunteer at a higher rate. The authors also recognize that this gap may be reduced if African Americans have higher rates of social capital.

#### **2.4.1.4 Technological Impact**

Generation Y is known for their technological savvy. Considered the most interconnected and technologically friendly generation in the current workforce, generation Y easily communicates with others and accesses information quickly and instantaneously (Cruz, 2007; Bassett, 2008; Erickson, 2008). This level of technological emersion increasingly blurs the line between Millennials' work and personal lives. For example, generation Y is just as apt to take a business call at home before dinner as they are to answer a personal e-mail or text message prior to or during a staff meeting (Cruz, 2007). With the increased accessibility of e-mail and cellular phones, Trunk (2007) suggests, the line between work and home doesn't really exist they just want to spend their time in meaningful and useful ways, no matter where they are. However, this technological impact may not apply equally to all Millennials. During the 1990s, a digital divide among ethnic and racial minority groups and low-income families created inequality in access to the Internet and

new technologies. Though it appears that this divide subsided in the past decade, its initial effects may create disparity in older members of the generation (Wells & Lewis, 2006; Foundation, 2004).

Defined as exclusions from opportunities to participate, compete, and prosper in today's knowledge based economies, a digital divide exists between the haves and have-nots or those who have access to technology and those who do not (Gordo, 2003, Jackson, et. al. 2003). Limited access to education for minorities, increasing financial gains based on higher levels of education, and the historic marginalization of minorities (Alvarez, 2003). According to Alvarez (2003), the digital divide results from a number of factors including a movement away from manufacturing jobs, organizational restructuring, a technical change that required increased education levels, and stagnating middle class wages. The digital divide is a factor in terms of both use and access to technology, specifically the Internet. While the divide has not subsided across the board, the gap has narrowed in some areas and disappeared in others. Research shows the divide no longer exists between genders, but remains an issue among different races, education levels, and income levels (Mason & Hacker, 2003; Lenhart & Horrigan, 2003; Kennedy, Wellman, & Klement, 2003; Alvarez, 2003, Jackson, et al. 2003; National Telecommunications & Information Administration 2004).

#### **2.4.1.5 Workplace Attitudes**

Technology not only influences the work of generation Y, but also their workplace attitudes. Unlike their predecessors, generation Y typically defines themselves by who they are outside of their career, not by their employment. Additionally, members of generation Y associate less with their employing organization and more with the type of work they do. According to Lloyd (2007), the organization is not the identifier, the work is. They also do not connect long working hours to work quality or devotion to their employer. As previously mentioned, due to technological advancement, this generation believes they can work away from the office and still produce quality results.

One of the most significant challenges facing generation Y in joining the workforce is their need to communicate effectively with generation X and the baby boomers (Ballenstedt & Rosenberg, 2008). Scholars note that differences in values, perceptions,

and communication styles among generations can lead to conflict in the workplace (Bassett, 2008; Lloyd, 2007). Therefore, finding a way to express values clearly between the generations becomes crucial to establishing a coherent and effective workforce (Ballenstedt & Rosenberg, 2008). Scholars have established three themes, which describe this generation's attitude toward work and career: a desire for flexibility, a desire for continual learning and a preference for team-oriented work (Lloyd, 2007; Felix, 2007; Karefalk, Petterssen & Zhu 2007; Brownstein, 2000; Cruz, 2007).

#### **2.4.1.6 Flexibility**

Generation Y desires work and career flexibility. Generation Y believes they can do more with less; consequently, they feel they deserve the freedom to work fewer hours while still taking jobs that are challenging (Lloyd, 2007). However, "doing more with less" does not refer to income, but explains generation Y's belief that they can accomplish the same task as other generations in less time. Further, with their familiarity with technology, Millennials believe they can work more efficiently. More specifically, they can eliminate what they consider wasted time the non-essential, face-to-face interaction that occurs within a typical office setting (Erickson, 2008). In terms of career flexibility, generation Y anticipates changing jobs frequently. Based on findings from a New Paradigm (2006) survey of 1,750 13 to 20-year-olds in the U.S. and Canada, Erickson (2008) reports 30 percent of Y's are looking for a new job with a new company at any given time. This potential fluidity in their careers may result from their expectations and values. Cruz (2007) explains that Millennials have shown a willingness to change organizations when they perceive new opportunities that may offer greater levels of appreciation.

Additionally, Lloyd (2007) explains that members of generation Y associate themselves less with the particular organization that employs them and more with the type of work which they perform. Due to their desire for flexibility, generation Y much like the preceding generation X seeks to maintain an adequate work-life balance. Compared with their boomer parents, Millennials place more emphasis on family relationships than work and, because of this, have an interest in working from home (BSG Concours, 2007).

Current technology, such as smart phones, telecommuting, and remote Internet access, provides a variety of ways they can fulfill this desire.

#### **2.4.1.7 Continual Learning**

Generation Y is continuously looking for feedback and advice from their superiors most likely a result of their strong ties to and constant feedback from their parents (Cruz, 2007; BSG Concours, 2007). On the job, Millennials expect frequent direction from managers regarding their performance. They recognize the role knowledge plays in career advancement and look for opportunities to learn from their supervisors and older generations (BSG Concours, 2007). Additionally, generation Y views failure as a motivator and not a deterrent. Thus, they view failure as an opportunity to improve job performance (Blain, 2008).

#### **2.4.1.8 Team Orientation & Individualism**

While they prefer the flexibility to work outside the office, generation Y is comfortable in group settings having worked in teams throughout school and according to a study by BSG Concours (2007), they understand that a mix of strengths contributes to success. Although generation Y operates and works comfortably in teams and with other employees, their mentality is slightly different from other generations (Cole, Smith, & Lucas, 2002). For example, researchers argue baby boomers exhibit a strong teamwork ethic, as they prefer to work as a group of individuals to collaborate and accomplish a single group task (Buanhe & Kovary, 2003). Conversely, generation Y prefers working as a team to accomplish independent tasks as they use the skills, knowledge, and resources of team members to satisfy individual needs (Cole, Smith, & Lucas, 2002; Karefalk, Petterssen & Zhu, 2007). However, when interacting with managers, generation Y feels more valued if the manager works with them on an individual level (Spiro, 2006). Literature explains that generation Y's team orientation refers to a desire to coordinate and share information with other team members, while their individualism refers to a desire to be mentored and coached as an individual (Buanhe & Kovary, 2003; Spiro 2006).

#### **2.4.2 Generation Y Motivators and Organizational Commitment**

The four generational groups coexist in the workplace with generation Y poised to take lead in the next decade. This demographic diversity poses a challenge for employers in terms of creating and managing harmonious workplaces, where each generation's unique values and office expectations mesh.

According to Devine (2010), understanding common generation Y traits remains important, to devise effective retention strategies, employers must understand the various motivational drivers for this generation. Understanding who generation Y are and what they want from their lives will be important in determining the best motivators to keep them at any organization. In order to attract any population, one must understand their psychological makeup and desires, and if employers understand why generation Y are different, they will be better able to custom-tailor their motivators to this exploding workforce populace.

In their pursuit to investigate on how to motivate generation Y with different cultural background, Aroonwan and Karefalk ,(2007) found that generation Y are not afraid to work but they want to have recognition for it, which is shown by generation Y high expectations on their employers as they need to be treated fairly regardless of their gender. Generation Y need to prove themselves, they often deliver high performance in their attempts to improve themselves even more. Generation Y believe in personal growth by learning and training .Self-confidence is the most recognized of generation Y traits regardless of background, when it comes to work. Generation Y prefer to work in teams in order to build up relationship and harmony with the environment to balance their lives. To properly motivate members of generation Y with different cultural backgrounds, you have to consider both National culture values and general characteristics of generation Y.

Research on commitment outcomes examines whether the different components of commitment have certain consequences. Employee retention, attendance, organizational citizenship, and job performance are commitment outcomes that are widely studied. Reichers (1985) says that “though the literature is fairly clear with respect to the

outcomes of commitment, the antecedents of commitment seem to be much more varied and inconsistent...due to the several different ways in which commitment has been defined and operationalized”.

Various research studies take place examining the outcomes of employee commitment. Employee attendance is the most positively related outcome to affective commitment. Steers (1997) found that employee commitment was highly related to the attendance of workers. Gellatly (1995) found that continuance commitment was related with the how often an employee was absent. In a study examining a group of nurses Sommer (1996) found those nurses with lower levels of commitment had higher levels of absences. Blau and Boal (1987) studied a group of insurance workers and found also found that those employees who had higher levels of commitment had lower levels of absenteeism and turnover. Retention of employee appears to be one of the most studied outcomes of organizational commitment. This is due to the numerous studies which have found a correlation between turnover and commitment (Porter et al, 1974; Meyer & Allen, 1996). Porter et al (1974) found that employees with lower levels of commitment were more likely to leave than their counterparts.

Studies examining different types of work sectors have found that government employees have higher levels of continuance commitment than other sectors (Perry, 1997; Meyer & Allen, 1996). This is due to the antecedents of public service motivation. Public sector employees in the past have high levels of commitment to the organization and its goals because it is argued that they are a different type of employee, with strong ethics as well as job security (Perry, 1997). Lio (1995) in his study on professional orientation and organizational commitment among public employee stated that facing today’s difficult times, many public employees appreciate the relatively secure job situation associated with public employment and consider it a major reason for their organizational commitment.

As this generation has grown up in a rapidly changing environment, having experienced technological advances such as the Internet and mobile phones, they not only expect change but desire it (Martin, 2005). They need opportunities to grow and develop inside

and outside of the organization, and if their needs are not being met they will not hesitate to find somewhere that will accommodate them (Martin, 2005).

The perceived importance of work is decreasing both within cohorts as they age and among new workers entering the workforce. This change may relate to a perceived lack of loyalty that employers display towards their employees. Employees need to be treated as valued members of the organization in which they work, and not as disposable assets. Employers have to find convincing ways of showing their commitment towards their employees to change the attitudes of their employees. Workers are more likely to remain in workplaces that make them happy. Organizations in which workers feel valued, recognized, appreciated and supported may have higher retention rates (Smola & Sutton, 2002).

Organizational commitment can increase performance, reduce absenteeism; reduce turnover, thus providing positive outcomes for both the individual and the organization. Organizational commitment is important in the eyes of a company. It is important for organizations to keep talented individuals who are engaged in their jobs and are productive workers (Koontz, 2013).

#### **2.4.3 Workplace Relationship and Organization Commitment**

Work relation is the degree to which people believe that they are important, respected, valued and part of a communication network and mutual support (Winnubst & Schabrac, 1996). According to Allen, Bryant & Vardaman (2010), for employees of any generation, “workgroup cohesion and coworker satisfaction” are related to turnover. In the simplest terms, people are more likely to stay with their employers when they like their colleagues, but there are significant forces that cause this relationship.

First of all, the longer an employee stays with an organization, the stronger his connections and relationships become. These connections make one’s employer a greater source of comfort and familiarity. If an employee chooses to leave, he will sacrifice his relationships, leaving him with the daunting task of developing a new network in addition



to learning an entirely new job, an unappealing proposition. They do not regard having a higher hierarchical position as particularly special, expects the leader to guide and protect them, to always be available, and to be a reference or example of the organizational culture (Zemke et. al, 2000; Schein, 1989).

Furthermore, though, strong coworker relationships lead to greater information flow, which provides more opportunities for feedback and clarity. If employees have strong relationships with their colleagues, they are more likely to interact with them more often, and this facilitates their learning and growth. While these effects can be seen in any generation, they are especially apparent in millennials. Being the social creatures that they are, place “Good people to work with” and “Good people to report to” as their second and third most important work-related attributes, respectively. Generation Y is used to sharing information and being in contact with people in a virtual environment, inside and outside organizations (Zemke et al, 2000).

Ng & Schweitzer (2010) explains that these priorities are emblematic of the seismic shift in attitudes that millennials have developed in approaching their careers. The job itself becomes a secondary concern behind the external factors that guide the work experience. millennials are prioritizing their social utility, and for some, their job is simply a means through which they can achieve this. Past generations focused on the job itself, and any social utility derived from it was simply a positive byproduct.

Organizations which fulfill generation Y desires for a work-life balance and create a propitious environment for relationships among employees have a better chance of establishing an affective commitment with generation Y staff (Smolla & Sutton, 2002). Social networks might therefore serve as a management mechanism by which employees would have the possibility to strengthen their internal and external relationship network.

Kelman (1958), while investigating the grounds for attitudinal change related commitment to social roles like cognitive continuance commitment, observed that people are likely to be influenced in three ways, firstly as compliance or exchange, secondly as

identification or affiliation and thirdly through internalization or value congruence. Compliance occurs when attitudes and behaviors act as a source to gain specific rewards and not because of shared beliefs. When an individual accepts influence to set up a satisfying relationship, identification occurs and when the person's values and the organization's values are the same, internalization is stated to occur. The person may feel proud to be part of a group respecting its values and accomplishments.

Smolla and Sutton (2002), found out that organizations which fulfill generation Y desires for creating a propitious environment for relationships among employees have a better chance of establishing an affective commitment with generation Y staff and should encourage social networks which might serve as a management mechanism by which employees would have the possibility to strengthen their internal and external relationship network.

According to McClellan (2008) Millennials are more likely to respect people of authority who go out of their way to treat janitors and other low-skilled workers well. This may be counter-intuitive to managers who are operating in a climate geared toward identifying high-performers and making them feel special, but it is imperative that managers do whatever is necessary to develop strong relationships with their Millennial employees, as these relationships represent strong predictors of retention.

Allen (2010) states that if Millennials have poor relationships with their managers, they will be much more likely to leave, regardless of the jobs attractiveness. Any poor relationship will be weakened further if managers do not fully comprehend the weaknesses of this generation. Generation Y employees are notorious for weak problem solving skills, so in some cases, putting them in positions where they are required to solve complex problems will set them up for failure, especially if the problems require long-term thinking and planning. This means that they will also struggle with ambiguity and vagueness. Millennials have also developed a constrictive fear of failure, leaving them unable or unwilling to embark on projects where they do not think that they will succeed Barbes (2008). He continuously say that however, while it is important to be aware of Millennials' negative qualities, one must also be cognizant of the false myths that permeate the popular media. Through various media, Millennials have been labeled

as lazy, stupid, incompetent, and stubborn, but while this might be true in anecdotal instances, research has not shown it to be the case for a majority of the generation.

Emeagwali (2011) however states that, managers who buy into these unfounded stereotypes are bound to meet a resentful populace of Millennials, damaging their relationships with the employee and the employee's relationship with the organization. Instead, it is important that managers form their ideas of Millennials only based on credible sources and research, ensuring that they do not insult or demean their generation Y employees. Even if a manager succeeds in creating and maintaining strong relationships with his employees, he will face more challenges in retaining Millennials than he would with other generations, but it is vital that the manager understands his influence in Millennials retention. If a manager presides over a strong training program and becomes a mentor figure to Millennials employees, especially at the beginning of their careers, they will be more likely to stay. Managers need to provide individualized attention and emotional support, offer praise when possible, and emphasize feedback and communication. If they can accomplish these objectives, in addition to running an efficient office and providing clear directives, Millennials employees will be much more likely to stay.

Organizations that want to build high levels of commitment should look for ways to build this through group activities both in and out of work, (Baumeister & Leary, 1995). Organizations also need to form a more personal relationship with this group, eliminating barriers to communication caused by hierarchical structures (Martin, 2005). As these employees require greater job autonomy, previous research suggests treating these employees as colleagues rather than subordinates enables employers obtain increased commitment and performance, benefiting both parties (Martin, 2005).

#### **2.4.4 Work life Balance and Organization Commitment**

According to Subrahmanian and Anjani, (2010) work life balance is the “Working practices that acknowledge and aim to support the needs of staff in achieving a balance between their homes and working lives”. “we work to live not live to work” have been a

popular phrase for employees who try to balance priorities in life. Quality of work-life balance depends upon job satisfaction, human relations, development and promotion, working conditions, compensation, grievance and stress (Subrahmanian & Anjani, 2010).

According to Westerman and Yamamura (2007), giving generation Y flexibility within their schedules would allow them to pursue the activities they enjoy outside of the work place while maintaining a high level of productivity. Generation Y appears to want a work life balance that offers flexibility in defining who they are within their job. Generation Y presents a challenge to managers who must train and motivate them in order to ensure their strengths become a benefit to the company. Generation Y believes they can do more with less; consequently, they feel they deserve the freedom to work fewer hours while still taking jobs that are challenging (Lloyd ,2007). However, "doing more with less" does not refer to income, but explains generation Y's belief that they can accomplish the same task as other generations in less time. Further, with their familiarity with technology, millennials believe they can work more efficiently. More specifically, they can eliminate what they consider wasted time the non essential, face-to-face interaction that occurs within a typical office setting (Erickson, 2008).

A study by Eagly and Diekmann, (2005) on a comparative analysis of work life balance in service industry confirms that employees often find a conflict in balancing their job and other life responsibilities, such as family (work-family conflict) and outside activities. A study by Deming, (2000) found that 32% of employees report work-family balance as their leading job concern. As explained by Vloeberghs (2002), the main goal of an organization is to bring about a win-win situation in which both employees, their families and the organizations benefit from a better combination of family life and business life.

Noted by Gronewold and Wenzel, (2009) is that, as members of Generation Y enter the workforce, organizations are seeing an emphasis on work-life balance and may be feeling pressure to change the way they operate so they can appeal to and attract the younger group of employees. Gronewold and Wenzel used focus groups made exclusively of generation Y members (born in 1980) to stimulate dialogue about work, career, and the

work life balance, which led to a conclusion that generation Y expects to work for companies that follow the mantra, “I work to live, I don’t live to work.” Many of the focus group participants did, however, acknowledge that they expected there to be an imbalance at times (Gronewold & Wenzel, 2009).

A key issue emphasized by research, especially in recent years, is the extent to which employees perceive they are able to achieve the right balance between home and work. Organizations are beginning to recognize this, and are making more concerted efforts to introduce a host of programmes intended to ease employees’ burdens. These include initiative such as: flexible work arrangements; child care; time off policies; elderly care; healthcare; information and counseling; and convenience services to name but a few. A major study by The Families and Work Institute (1998) found that such employer support was related to increased employee commitment.

Work life balance and organizational commitment of generation Y employees, who promote work life balance tend to have a positive impact on increasing productivity, retention of employees and employee loyalty (Ohio: the State of perfect balance, 2009) the researchers found out that work life balance does not affect organizational commitment of generation Y employees. This shows that generation Y employees do not consider work life balance as the necessary factor or determinant that will make them stay in the company, Sturges and Guest (2004), explored the relationships between work life balance, work/non-work conflict, hours worked and organizational commitment among a sample of graduates in the early years of their career. Results showed that one must demonstrate commitment in terms of hours spent at work, at least during the early years of a career.

For Millennials, flexibility represents the most important aspect of self-management, as they have not grown accustomed to rigid schedules. For many, rigid hours are a higher deterrent than long hours, as Millennials are comfortable working on weekends as long as they are afforded some flexibility during the week Trunk (2007). Millennials are accustomed to working long hours, and while long hours can be unappealing, many generations Y have accepted this as the status quo. However, they are still accustomed to

a high level of freedom in their lives, and they look to maintain this freedom in their careers. As Andrea Hershatter (2010) notes, “in *Fortune*’s annual “100 Best Companies to Work For,” over 80% allow employees to telecommute or work from home at least 20% of the time. Hershatter (2010) explains that employees of all generations are finding tremendous value in the flexibility that comes with working outside an office, and employers can benefit as well through reducing overhead and allowing telecommunication. Of course, not every employer can allow its employees to work from home, but for the ones that can, this idea means that an employer could simultaneously reduce costs and increase retention a rare opportunity that has positive short-term and long-term consequences.

Many human resource practitioners and leaders are learning to incorporate initiatives into their organizations that will appeal to the “fun” environment young workers say they’re looking for (SHRM, 2010; Shankar & Bhatnagar, 2010). Although the depth and breadth of work-life initiatives will vary depending on industry and organization, some possible examples include parental leave (Boren & Johnson, 2008), flexible work schedules (Cowan & Hoffman, 2007; Drago, Wooden & Black, 2009) and teleworking options (Fonner & Roloff, 2010). A major study by The Families and Work Institute (1998) found this initiatives support was related to increased employee commitment.

#### **2.4.5 Technology Support and Organization Commitment**

Technology is viewed as a broad concept that deals with use and knowledge of tools and crafts and how its use affects the ability to control and adapt to the social and physical environment (Banta, 2009).

According to Patel (2007) social communication is not the only area in which millennials favor technology, and because technological aptitude is often a function of age of exposure rather than age or intelligence, millennials are the most adept generation at utilizing technology, continuing the pattern of every generation being more technologically able than the preceding generation was. This comfort with technology has become an all-consuming part of the millennial identity, as they are defined by their attachment to technology.

Millennials adopt new technologies instantly, and Simons (2010) notes that they are more intimate with the interactive and collaborative technologies that are ever-present in their educational, social, and professional lives. He also notes that many millennials are so attached to technology that they are not only comfortable learning through interactive technology, but many of them prefer this to a traditional classroom experience. Because millennials are so accustomed to technology, which provides instantaneous feedback, millennials need to experience instant gratification. This aversion to delayed satisfaction can affect job performance in several ways. The need for instant gratification affects their short term work processes as well. They struggle with long projects, bureaucratic inefficiencies, and attention to detail and accuracy. Unaware that they are inherently ill-equipped to deal with delayed gratification, the absence of instant reward can become extraordinarily frustrating for millennials, and this frustration affects both job performance and job satisfaction, leading, in some cases, to poor retention.

According to Simons (2010) employers must be aware that generation Y may grow impatient with the applications that are the lifeblood of many corporations; applications they might consider “tired.” Finding ways for these systems to provide the value these workers anticipate and expect within their terms unified, electronic, and mobile will enable and encourage them to participate more fully in the organization. This impatience, in the case of millennials, can lead to frustration, and frustration affects both performance and satisfaction.

Even if past generations can accomplish a task without a given technology, millennials’ brains have been conditioned to work with technology, not without it. For this reason, it is imperative that employers understand all of the implications of a “wired” workplace when thinking about ways to keep millennials. Technology stimulation in the workplace will continue to be an asset that can work in any employer’s favor. Beyond introducing new technologies for millennials to learn and utilize, employers should also determine how best to exploit the technologies that are already tremendous fixtures in the millennial lifestyle, most notably social networks. Over 80% of millennials use social networking sites like Face book, Twitter, and MySpace, and this number continues to grow.

In a study on the benefits of employing generation Y, Patel (2007) postulates that generation Y workforce will know more about how to use the latest technology applications effectively and creatively than the rest of the workforce and that they will facilitate their organization to learn how to use the latest technology to improve performance and also teach the rest of the workforce how to use it.

These networks offer them unprecedented instant access to hundreds, sometimes thousands, of people. If they are encouraged to use these networks professionally, they will be more comfortable, as they are often at their best when they are using technology and consulting with other millennials, both of which fall under the umbrella of social networking Lippincott, (2010).

Furthermore, as noted by London school (2010), virtual network can serve as a tremendous boost for “companies where networking and the rapid dispersion of knowledge and collection of ideas is a crucial competitive advantage. London school (2010) this means that, if addressed properly, companies can gather intelligence through the virtual webs of their employees” social networks. This opportunity to connect and learn, though, can have adverse consequences as well. Employees are often using their social network to explore and connect themselves to new opportunities, so these networks are an added threat for employers who are concerned that their employees will be poached away. Deloitte (2011) states that fear are simply one more reason why employers must start looking very seriously at their talent programs. To ensuring that they are not being outperformed by their competitors in retaining millennials.

Employers must pay special attention to this relationship with technology. For while 83% of millennials sleeping with their cell phones should not affect employers, a more profound connection with technology should. Millennials are now so comfortable with technology that it has begun to feel like a necessity rather than a luxury. Millennials expect their employers to give them access to the best technology possible, and this access affects retention. If employers are not investing in technology, not only will they lose the potential productivity gains, but they may lose employees as well Gibbs (2010).



A study carried out by the CIPD (2001) concluded that a good relationship between managers and employees is one of the most important factors affecting motivation at work. Employees' commitment reflects their day to day contacts with their line managers about their job, and the way in which objective targets are set, hence, managers are the key to creating commitment in an organization. Although emotional attachment to colleagues in the workplace is an important element of commitment, it is not enough on its own. This important aspect, however, must not be neglected but maintained through frequent, pleasurable contact with peers. Unless there is occasion for frequent and rewarding interaction, stronger feelings of belonging that can bind employees to the organization are unlikely to emerge.

According to Coombes (2009), on a study of the use of technology by generation Y among the net users in Australia, technology has affected and continues to affect the way we live and influences nearly every aspect of our daily lives. He further notes that Gen Y theorists claim that the generation have an in depth grasp and almost intuitive of how to use technology simply because they have never known a world without the internet and technological change. Devine (2010) in a study on Myths and Realities of generation Y notes that generation Y has lived their whole lives surrounded by technology and that they have been entertained by video, watched as a photograph taken of them immediately appears on a screen and seen money spew forth from a hole in the wall at the ubiquitous ATM simply in response to pressing a button. All these indeed make this generation digital natives.

Patel (2007) in a study on the benefits of employing generation Y postulates that generation Y workforce will know more about how to use the latest technology applications effectively and creatively than the rest of the workforce and that they will facilitate their organization to learn how to use the latest technology to improve performance and also teach the rest of the workforce how to use it.

## **2.5 Conceptual Framework**

Generation Y motivators have been identified as the factors that influence "the willingness to exert high levels of effort toward organizational goals, conditioned by the

effort's and ability to satisfy some individual need" (Ramlall, 2004), in this study they include workplace relationships which is measured in terms of the respect the supervisor has for others opinion, supervisors support with personal development, employees participation in decision making and the channel used in communication. Work life balance is the other generation Y motivator that is measured through work-family conflicts and work- extracurricular conflicts. Technology support as a motivator can be viewed by the availability of internet connectivity, up to date computers, their ease of use, retrieval of files and how they help to save on time. These motivators are the main factors that enhance generation Y commitment to an organization. Generation Y commitment to an organization can be seen through their intention to stay, identification with the organization, willingness to exert extra effort on behalf of an organization ,and willingness to cope with stressful job conditions.

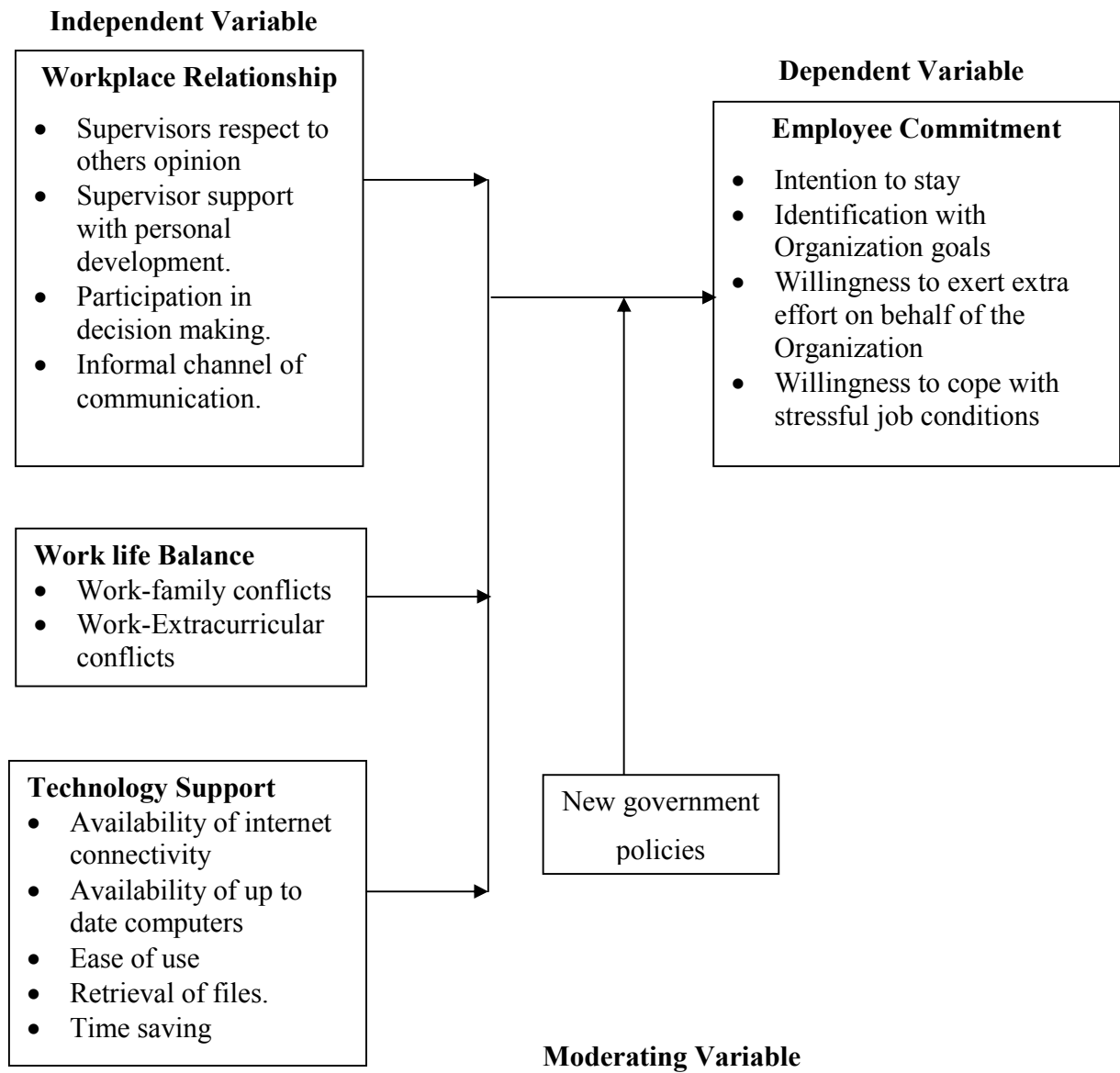


Figure 2.1 –Conceptual Framework on Generation Y motivators and commitment in Nakuru County Government Headquarter. (Source: Researcher, 2015)

## **2.6 Research Gap**

As Human Resource Managers strive to solve employee's cases (absenteeism, time unconsciousness and insubordination etc) and deploy disciplinary measures to avoid recurrence of these cases, different motivators can be applied to create employee commitment to the organization and hence increase performance while reducing disciplinary cases.

Although there is extensive literature on generations' employee motivator, much of this literature does not explicitly consider specific motivators of generation Y. Existing literature on generations motivators assume that different generations at the workplace are motivated by the same motivation strategies in order to win their commitment. Traditional motivators which worked on the earlier generations are not efficient in this new generation as their commitment to an organization is not guaranteed as earlier generations (Aroonwan & Karefalk, 2007).

It is therefore necessary to implement new motivation strategies that take into account the generational differences and the difference in desire among different generations at the workplace. This study aimed to investigate three modern generation Y motivators (workplace relationship, work life balance and technology support) and their effect on organization commitment of an employee at Nakuru County Government Headquarters.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discussed the methodological procedures that were used in data collection and analysis. Discussed in details are the research design; the location of the study; population of the study; sampling procedure and sample size; instrumentation; data collection, data analysis and the method used by the study in analyzing data collected.

#### **3.2 Research Design**

Heron (1998) views a research design as a plan for collecting and utilizing data so that desired information can be obtained with sufficient precision. The study adopted a cross-sectional survey research design, which is an approach where information on a population is gathered at a single point in time as was the case in this study.

#### **3.3 Target Population**

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Babbie, 2002). The study population was all the 97 currently working at Nakuru County Government Headquarters, i.e. those in the 15-35 years of age category.

#### **3.4 Sampling Procedure and Sample Size**

The study adopted census, because the population was small and hence all the generation Y employees at the Nakuru County Government Headquarters were considered.

**Table 3.1: Nakuru County Departments**

| <b>Nakuru County Departments</b>  | <b>Target Respondents</b> |
|---|---------------------------|
| Ministry of Education, Culture, Youth Affairs and Social Services                   | 9                         |
| Public Service Management   | 11                        |
| Finance And Economic Planning   | 8                         |
| Trade, Industrialization, Co-Operative Development, Tourism and Wildlife Management | 6                         |
| Health Services   | 8                         |
| Office of the Governor  | 9                         |
| Lands, Physical Planning, Survey, Settlement and Housing                            | 3                         |
| Environment   | 5                         |
| Agriculture and Livestock   | 8                         |
| Roads, Transport and Public Works   | 20                        |
| Information and Communication Technology  | 10                        |
| <b>Total</b>  | <b>97</b>                 |

### **3.5 Data Collection Instruments and Procedure**

The researcher used structured questionnaires with close ended questions to collect data. The tool was divided into two sections part A which hosted questions relating to socio-demographic data of the respondents and part B questions related to the objectives of the study. Drop and pick later method was adopted in the administration of the questionnaire.

### **3.6 Validity and Reliability of Research Instrument**

Validity is the degree to which data in a research is accurate and credible while reliability is the degree to which an instrument will produce similar results at different periods (Gray, 2004). The researcher calculated Cronbach's alpha since it is a coefficient of internal consistency commonly used as an estimate of the reliability. A reliability coefficient of 0.7 or over was assumed to reflect the internal reliability of the instruments. The instruments gave a Cronbach's coefficient alpha value of 0.821 with 32 number of items implying it was above the recommended value and therefore suitable for administration.

### **3.7 Data Analysis Method and Presentation of Findings**

Descriptive and inferential statistics was employed to enable the researcher describe and examine the relationship between variables. Descriptive statistics involved the use of frequencies and percentages and a chi-square test. Descriptive statistics results were presented using tables. Pearson's Correlation was used to show the direction and the strength of the relationship between generation Y motivators and their commitment to the organization while regression analysis was used to determine to what degree the independent variables (work life balance, workplace relationship and technology support) explained a change in organizational commitment. Findings of the study were presented in tables.

$$\gamma = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \varepsilon$$

Where Y= Weights from organization commitment,  $x_1$ = Weights from workplace relationships,  $x_2$ =Weights from work life balance and  $x_3$ = Weights from technology support, while  $\beta_0$ ,  $\beta_1$ ,  $\beta_2$  and  $\beta_3$  are coefficients to be estimated and  $\varepsilon$  is the error term.

### **3.8 Ethical Measures**

Privacy and confidentiality of participants was assured and information sought was made available to anyone who was not directly involved in the study. The principal of anonymity was also guaranteed by keeping the participants anonymous throughout the study research supported the principle of voluntary participation. Data was collected with the informed consent of participants.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATIONS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents the data analyses results, their interpretation and also a discussion of the findings. The sequence of the research questions was followed in presenting the findings. The data was summarized by use of descriptive statistics and the relationship between the independent variable and dependent variable was established with the use of inferential statistics (linear correlation coefficient and multiple linear regressions).

##### 4.1.1 Response Rate

**Table 4.1 presents the response rate of the respondents**

| No. of questionnaires<br>Returned | No. of respondents<br>targeted | Response Rate (%) |
|-----------------------------------|--------------------------------|-------------------|
| 69                                | 97                             | 71                |

Source: Research data, 2015

This study targeted 97 generation Y employees of the Nakuru County Government Headquarters but the actual number that participated in the study were 69. A response rate of 71% was obtained, which is an acceptable proportion according to Mugenda and Mugenda (2003), who suggested that a response rate of 50% and above is acceptable.

#### 4.2 Description of Respondents.

The sample characteristics was presented by use of cross tabulation and frequency distribution in order to indicate variations of the respondents based on age, gender, tenure and length of service. Descriptive statistics aided the study in illustrating the characteristics of the respondents and nature of the data in line with the study objectives.



#### 4.2.1 Gender of the respondents

The data of gender of the respondents is presented in table 4.2

**Table 4.2 Gender of the respondents**

| Gender | Frequency | Percent (%) |
|--------|-----------|-------------|
| Male   | 24        | 34.8        |
| Female | 45        | 65.2        |
| Total  | 69        | 100.0       |

Source: Research data, 2015

The results of the study in table 4.2 show that generation Y male employees were 24 representing 34.8% of the total respondents while the generation Y employees who are female were 45 representing 65.2% of the total respondents.

#### 4.2.2 Age of the respondent in years

The age of the respondents in years is presented in table 4.3

**Table 4.3 Age of the respondent in years**

| Age in Years | Frequency | Percent |
|--------------|-----------|---------|
| 21-24        | 7         | 10.0    |
| 25-28        | 23        | 33.3    |
| 29-32        | 23        | 33.2    |
| 33-35        | 16        | 23.1    |
| Total        | 69        | 100%    |

Source: Research data, 2015

The findings of the study displayed in Table 4.3, show that most of the generation Y employees were between 25-32 years of age representing 66.5% of the total respondents while the least generation Y employee respondent was of 21-24 years of age representing 10% of the total respondents.

### 4.2.3 Marital Status by Gender of the respondents

Table 4.4 presents findings related to the marital status of the respondents by gender

**Table 4.4 Gender by Marital Status of the respondents**

| Gender of the respondent |                 | Marital status of the respondent |         | Total |
|--------------------------|-----------------|----------------------------------|---------|-------|
|                          |                 | single                           | married |       |
| Male                     | Frequency       | 10                               | 14      | 24    |
|                          | Percentage (%)  | 41.7                             | 58.3    | 100   |
| Female                   | Frequency       | 20                               | 25      | 45    |
|                          | Percentages (%) | 44.4                             | 55.6    | 100.0 |
| Total                    | Frequency       | 30                               | 39      | 69    |
|                          | Percentage (%)  | 43.5                             | 56.5    | 100.0 |

Source: Research data, 2015

The results in table 4.4 showed that 56.5% of the respondents were married while 43.5% were single. Married female respondents represented 55.6% while the male counterparts represented 58.3%.

#### 4.2.4 Gender by Number of Children

The number of children of the respondents is presented in table 4.5

**Table 4.5 Gender by Number of Children**

| Gender |                | Number of children |       |       |      | Total  |
|--------|----------------|--------------------|-------|-------|------|--------|
|        |                | No children        | 1     | 2     | 3    |        |
| Male   | Frequency      | 12                 | 8     | 4     | 0    | 24     |
|        | Percentage (%) | 50.0%              | 33.3% | 16.7% | 0.0% | 100.0% |
| Female | Frequency      | 12                 | 21    | 10    | 2    | 45     |
|        | Percentage (%) | 26.7%              | 46.7% | 22.2% | 4.4% | 100.0% |
| Total  | Frequency      | 24                 | 29    | 14    | 2    | 69     |
|        | Percentage (%) | 34.8%              | 42.0% | 20.3% | 2.9% | 100.0% |

Source: Research data, 2015

The finding shows that 34.8% of the respondents did not have children, where by 42.0% had 1 child, 20.3% had 2 children and 2.9% had 3 children.

#### 4.2.5 Tenure of the Respondents

Table 4.6 presents the tenure of the respondents

**Table 4.6 Tenure of the Respondents**

| Tenure    | Frequency | Percent |
|-----------|-----------|---------|
| Contract  | 23        | 33.3    |
| Permanent | 44        | 63.8    |
| part time | 2         | 2.9     |
| Total     | 69        | 100.0   |

Source: Research data, 2015

The results in table 4.6 show that 63.3%, generation Y employees of the respondents were permanently employed. They were followed by 33.3% those on contract and 2.9% on part time.

#### 4.2.6 Length of Service of the Respondents in years

The period the respondents have been working for the Nakuru County Government Headquarters in years is shown in table 4.7.

**Table 4.7 Length of Service of the Respondent in years**

| Length of service in years | Frequency | Percent |
|----------------------------|-----------|---------|
| 1-4                        | 31        | 44.9    |
| 5-8                        | 22        | 31.9    |
| 9-15                       | 5         | 7.2     |
| No information             | 11        | 16.0    |

Source: Research data, 2015

The result in table 4.6 shows that most of the generation Y respondents had worked with the organization for 1-4 years representing 45 % of the total response. The least response was 5, (7%), these were those who had been with the organization for 9-15 years of service.

#### 4.3 Workplace Relationships Aspects in Nakuru County Government Headquarters

Workplace relationships are an important aspect in organizations as it influences employee commitment (source). The study shows that workplace relationships affects generation Y employee's commitment to an organization through the relationships that was formed with the following aspects: supervisors respect for others opinion, supervisor support with personal development, employee contribution to decision making and informal channel of communication. The study sought to analyze the extent to which workplace relationships influenced employee commitment to an organization in Nakuru County Government Headquarters. By responding to the questions that described the relationship that exist at the workplace, the respondents helped in achieving this objective.5- point Likert scale was used, that ranged from:1=Strongly Agree to 5=Strongly Disagree and the results are shown below in table 4.8.

**Table 4.8 Workplace Relationships Aspects**

| <b>Statement</b>   | <b>SA</b>    | <b>A</b>     | <b>N</b>    | <b>D</b>    | <b>SD</b>   | <b><math>\chi^2</math></b> | <b>P-Value</b> |
|--|--------------|--------------|-------------|-------------|-------------|----------------------------|----------------|
|  | <b>Freq</b>  | <b>Freq</b>  | <b>Freq</b> | <b>Freq</b> | <b>Freq</b> |                            |                |
|  | <b>(%)</b>   | <b>(%)</b>   | <b>(%)</b>  | <b>(%)</b>  | <b>(%)</b>  |                            |                |
| I frequently meet with my supervisor about my personal career development.   | 15<br>(21.7) | 39<br>(56.5) | 2<br>(2.9)  | 9<br>(13.0) | 4<br>(5.8)  | 64.846                     | 0.0001         |
| My supervisor respects work related suggestions that I make  | 20<br>(29.0) | 39<br>(56.5) | 4<br>(5.8)  | 6<br>(8.7)  | 0<br>(0.0)  | 45.377                     | 0.0001         |
| My supervisor encourages informal work related communication at the work place.                                    | 21<br>(30.4) | 28<br>(40.6) | 6<br>(8.7)  | 9<br>(13.0) | 5<br>(7.2)  | 30.058                     | 0.0001         |
| My supervisor informs me well in advance about important decisions, changes, or plans for the organization future. | 24<br>(34.8) | 29<br>(42.0) | 6<br>(8.7)  | 8<br>(11.6) | 2<br>(2.9)  | 41.217                     | 0.0001         |
| I can rely on my supervisor/line manager to help me out with a work problem.                                       | 30<br>(43.5) | 37<br>(53.6) | 1<br>(1.4)  | 1<br>(1.4)  |             | 62.652                     | 0.0001         |

Source: Research data, 2015

Table 4.8 shows that the respondents agreed ( $\chi^2= 64.8$ ,  $P\leq 0.0001$ ) that they frequently met with their supervisor for personal career development because as (Meyer and Allen,1991) say that commitment in employees is high where employees regularly see visible examples of the employer being committed to employee well-being. Majority of the respondents also agreed ( $\chi^2= 45.3$ ,  $P\leq 0.0001$ ) that their supervisor respected suggestions they make that is work related as employees may feel proud to be part of a group respecting their suggestions and values Kelman (1958). As explained by (Zemke et

al, 2000), eliminating barriers to communication caused by hierarchical structures increase employee loyalty, as the employee forms a strong relationship with the supervisor and hence choose to remain with the organization (Martin, 2005). The findings supports this position as 40.6% of the respondents agreed ( $\chi^2= 30$ ,  $P\leq 0.0001$ ) that their supervisor encouraged informal work related communication at the work place.

The finds also reveal that supervisors informed respondents well in advance about, important decisions, changes, or plans for the organization future as 42% of the respondents agreed ( $\chi^2= 41.2$ ,  $P\leq 0.0001$ ). Supervisors/line managers helped out with the generation Y employees work problem since 53.6% was the response rate that agreed ( $\chi^2= 62.6$ ,  $P\leq 0.0001$ ). These findings support the propositions of Zemke et. al, (2000) and Schein, (1989) who posit that if an employee expects the leader to guide and protect them, to always be available, and to be a reference or example of the organizational culture then they are more likely to stay in that organization. In line with the above outcomes, there is high likelihood that workplace relationships influences employee commitment to an organization.

### 4.3.1 Work Life Balance Aspects

As viewed by Lockett (2012), work life balance is the equilibrium between professional work and other activities, in order to reduce friction between official and domestic life. This was an important aspect to employee organization commitment and hence work-family conflict and work-extracurricular conflict were the frictions that were adopted in this study. The objective was achieved by asking the respondents to respond to questions that best described their work life balance interactions. A 5- point Likert scale was used, that ranged from: 1=Strongly Agree to 5=Strongly Disagree and the results shown in table 4.8.

**Table 4.8: Work – Family Conflict**

| Statement  | SA<br>Freq<br>(%) | A<br>Freq<br>(%) | N<br>Freq<br>(%) | D<br>Freq<br>(%) | SD<br>Freq<br>(%) | $\chi^2$ | P-Value |
|--|-------------------|------------------|------------------|------------------|-------------------|----------|---------|
| Due to work-related duties, I keep on making changes to my plans for family/personal activities  | 16<br>(23.2)      | 31<br>(44.9)     | 6<br>(8.7)       | 13<br>(18.8)     | 3<br>(4.3)        | 34.696   | 0.0001  |
| The demands of my work interfere with my family/personal life                                    | 8<br>(11.6)       | 15<br>(21.7)     | 9<br>(13.0)      | 29<br>(42.0)     | 8<br>(11.6)       | 23.391   | 0.0001  |
| The amount of time my job takes up makes it difficult to fulfil family/personal responsibilities | 5<br>(7.2)        | 21<br>(30.4)     | 2<br>(2.9)       | 30<br>(43.5)     | 11<br>(15.9)      | 39.043   | 0.0001  |
| My job produces strain that makes it difficult to fulfil family/personal duties                  | 3<br>(4.3)        | 14<br>(20.3)     | 3<br>(4.3)       | 31<br>(44.9)     | 18<br>(26.1)      | 39.623   | 0.0001  |

Source: Research data, 2015

Results in Table 4.8 show that respondents agreed ( $\chi^2= 34.696$ ,  $P\leq 0.0001$ ) to have made changes to their family/personal activities due to work-related duties. This finding is in agreement with Subrahmanian and Anjani, (2010) who support the phrase “we work to live not live to work” and hence employees try to balance priorities in life. However, they disagreed ( $\chi^2= 23.391$ ,  $P\leq 0.0001$ ) that the demand of their work interfere with their family/personal life. The respondents also disagreed ( $\chi^2= 39.043$ ,  $P\leq 0.0001$ ) to not fulfilling their family/personal responsibility because of the time taken by their job. Having 44.9% of the respondents disagreeing ( $\chi^2= 39.623$ ,  $P\leq 0.0001$ ) implies that their work did not produce strain that made them have difficulty in fulfilling their family/personal duties.

These findings therefore, are in disagreement with a study by Eagly and Diekmann, (2005) who carried out a comparative analysis of work life balance in service industry and found that employees often find a conflict in balancing their job and other life responsibilities, such as family (work-family conflict) and outside activities. However, the difference in the findings can be due to the fact that the main goal of organizations in this modern age have been to bring about a win-win situation in which both employees, their families and the organizations benefit from a better combination of family life and business life Vloeberghs (2002). This explanation is supported by Gronewold and Wenzel, (2009) that hold that, as members of Generation Y enter the workforce, organizations see an emphasis on work-life balance and may be feeling pressure to change the way they operate in order to appeal to and attract the younger group of employees. In line with the above outcomes, there is high likelihood that work- family conflict affects employee commitment to an organization.

#### **4.3.2 Work- Extracurricular Conflicts**

The results in table 4.9 shows that respondents disagreed ( $\chi^2= 50.928$ ,  $P\leq 0.0001$ ) that the amount of time their job took made it difficult to enjoy their hobbies and 53.6% also disagreed ( $\chi^2= 54.116$ ,  $P\leq 0.0001$ ) to not fulfilling their community service obligations due to the strain produced by their job. Most of the respondents disagreed ( $\chi^2= 26.725$ ,  $P\leq 0.0001$ ) that work related duties make them not find time for health fitness trainings. Work demands did not interfere with their plans to meet friend as 40.6% of the respondents disagreed ( $\chi^2= 34.696$ ,  $P\leq 0.001$ ). This shows that the generation Y



employees at Nakuru County Government Headquarters may be enjoying flexible schedule. Westerman and Yamamura (2007), pointed out that giving generation Y flexibility within their schedules would allow them to pursue the activities they enjoy outside of the work place while maintaining a high level of productivity and also a work life balance that define who they are within their job. However, according to (Gronewold &Wenzel, 2009) generation Y acknowledges that there can be an imbalance at times.

**Table 4.9: Work- Extracurricular Conflicts**

| <b>Statement</b>   | <b>SA</b>    | <b>A</b>     | <b>N</b>    | <b>D</b>     | <b>SD</b>    | $\chi^2$ | <b>P-Value</b> |
|--|--------------|--------------|-------------|--------------|--------------|----------|----------------|
|  | <b>Freq</b>  | <b>Freq</b>  | <b>Freq</b> | <b>Freq</b>  | <b>Freq</b>  |          |                |
|  | <b>(%)</b>   | <b>(%)</b>   | <b>(%)</b>  | <b>(%)</b>   | <b>(%)</b>   |          |                |
| The amount of time my job takes up makes it difficult to enjoy my hobbies.                 | 2<br>(2.9)   | 17<br>(24.6) | 4<br>(5.8)  | 35<br>(50.7) | 11<br>(15.9) | 50.928   | 0.0001         |
| My job produces strain that makes it difficult to fulfil my community service obligations. | 3<br>(4.3)   | 14<br>(20.3) | 5<br>(7.2)  | 37<br>(53.6) | 10<br>(14.5) | 54.116   | 0.0001         |
| Due to work-related duties, I hardly find time for my health fitness trainings.            | 12<br>(17.4) | 16<br>(23.2) | 4<br>(5.8)  | 29<br>(42.0) | 8<br>(11.6)  | 26.725   | 0.0001         |
| The demands of my work interfere with my plans to meet friends                             | 13<br>(18.8) | 12<br>(17.4) | 7<br>(10.1) | 28<br>(40.6) | 9<br>(13.0)  | 19.913   | 0.001          |

Source: Research data, 2015

### 4.3.3 Technology Support

Banta (2009), views technology is a broad concept that deals with use and knowledge of tools and crafts and how its use affects the ability to control and adapt to the social and physical environment. In this study technology support was the act of availing these tools which are appropriate and up to date that aid generation Y work and of which was measured in terms of availability of internet connectivity, current computers, their ease of

use, efficiency and effectiveness of file retrieval and how it helped employees to save on time. All this showed that technology support aspect affects generation Y employee's commitment to an organization. 5- point Likert scale was used, that ranged from: 1=Strongly Agree to 5=Strongly Disagree and the results summarized in table 4.10

**Table 4.10 Technology Support**

| STATEMENT   | SA<br>Freq<br>(%) | A<br>Freq<br>(%) | N<br>Freq<br>(%) | D<br>Freq<br>(%) | SD<br>Freq<br>(%) | $\chi^2$ | P-VALUE |
|---|-------------------|------------------|------------------|------------------|-------------------|----------|---------|
| Modern technology i.e. computers, printers are available in sufficiency in the office.  | 21<br>(30.4)      | 24<br>(34.8)     | 8<br>(11.6)      | 10<br>(14.5)     | 6<br>(8.7)        | 19.188   | 0.0001  |
| Lack of proper internet connectivity in the office make working tedious and boring.   | 18<br>(26.1)      | 17<br>(24.6)     | 5<br>(7.2)       | 19<br>(27.5)     | 10<br>(14.5)      | 10.638   | 0.031   |
| I do not experience any difficulty in operating and using the available technology in the office.   | 31<br>(44.9)      | 22<br>(31.9)     | 4<br>(5.8)       | 11<br>(15.9)     | 1<br>(1.4)        | 45.710   | 0.0001  |
| Use of computers and other modern technology devices has made saving and retrieval of important documents easy.   | 44<br>(63.8)      | 23<br>(33.3)     | 1<br>(1.4)       | 1<br>(1.4)       |                   | 74.014   | 0.0001  |
| Use of technology enables me to complete transactions and documentations as are required of me on time.   | 41<br>(59.4)      | 23<br>(33.3)     | 1<br>(1.4)       | 2<br>(2.9)       | 2<br>(2.9)        | 91.797   | 0.0001  |
| I attribute inadequacy of technological devices to mismanagement of funds and corruption in the organization  | 11<br>(15.9)      | 16<br>(23.2)     | 15<br>(21.7)     | 17<br>(24.6)     | 10<br>(14.5)      | 2.812    | 0.590   |
| Misuse of personal devices i.e. mobile phones is a major reason why the organization is reluctant to have every employee own a computer on his/her desk | 7<br>(10.1)       | 6<br>(8.7)       | 12<br>(17.4)     | 24<br>(34.8)     | 20<br>(29.0)      | 18.319   | 0.001   |

Source: Research data, 2015

The results in table 4.10 show that the respondents agreed ( $\chi^2= 19.188$ ,  $P\leq 0.001$ ) that modern technology are adequately supplied in the office which is in agreement with Simons (2010) who states that technologies is ever-present in generation Y educational, social, and professional lives. However, 27.5% of the respondents disagreed ( $\chi^2= 10.638$ ,  $P\leq 0.031$ ) that lack of proper internet connectivity in the office make working tedious and boring. The respondents strongly agreed ( $\chi^2= 45.710$ ,  $P\leq 0.0001$ ) to not having any difficulty in operating and using the available technology in the office because as pointed out by Patel (2007) millennials are the most adept generation at utilizing technology, continuing the pattern of every generation being more technologically able than the preceding generation was. Use of computers and other modern technology devices made saving and retrieval of important documents easy as 63.8% of the respondents strongly agreed ( $\chi^2= 74.014$ ,  $P\leq 0.0001$ ) to this.

Since 59.4% of the respondents strongly agreed ( $\chi^2= 91.797$ ,  $P\leq 0.0001$ ) that the use of technology enabled them to complete transactions and documentation as were required of them on time for as generation Y believes they can do more with less; consequently, they feel they deserve the freedom to work fewer hours while still taking jobs that are challenging (Lloyd, 2007). However, "doing more with less" does not refer to income, but explains generation Y's belief that they can accomplish the same task as other generations in less time. Further, with their familiarity with technology, millennials believe they can work more efficiently. More specifically, they can eliminate what they consider wasted time –the non-essential, face-to-face interaction that occurs within a typical office setting (Erickson, 2008). On the aspect of attributing inadequacy of technology devices to mismanagement of funds and corruption in the organization, the respondents disagreed ( $\chi^2= 2.812$ ,  $P\leq 0.590$ ). They also disagreed ( $\chi^2= 18.319$ ,  $P\leq 0.001$ ) that misuse of personal devices i.e. mobile phones is a major reason why the organization is reluctant to have every employee own a computer on his/her desk. This can be due to the fact that mobile phones enable and encourage them to participate more fully in the organization Simons (2010). In line with the above outcomes, there is high likelihood that technology support influences employee commitment to an organization.

#### **4.4 Inferential Statistics**

This section presented Correlation and multiple linear regression using stepwise selection procedure analysis results to evaluate the relationship between the dependent and independent variables.

##### **4.4.1 Correlation Analysis**

To determine the significance and degree of association of the variables Correlation analysis was used. The main result of a correlation is called the correlation coefficient (or "r"). It ranges from -1.0 to +1.0. The closer r is to +1 or -1, the more closely the two variables are related. If r is positive, it means that as one variable gets larger the other variable also gets larger. If r is negative it means that as one variable gets larger, the other variable gets smaller (often called an "inverse" correlation).

**Table 4.11 Summary of correlations**

|                         |                     | <b>Workplace Relationships</b> | <b>Work Life Balance</b> | <b>Technology Support</b> | <b>Organization Commitment</b> |
|-------------------------|---------------------|--------------------------------|--------------------------|---------------------------|--------------------------------|
| Workplace Relation      | Pearson Correlation | 1                              |                          |                           |                                |
|                         | Sig. (2-tailed)     |                                |                          |                           |                                |
|                         | N                   | 69                             |                          |                           |                                |
| Work Life Balance       | Pearson Correlation | -.161                          | 1                        |                           |                                |
|                         | Sig. (2-tailed)     | .187                           |                          |                           |                                |
|                         | N                   | 69                             | 69                       |                           |                                |
| Technology Support      | Pearson Correlation | .046                           | .234                     | 1                         |                                |
|                         | Sig. (2-tailed)     | .710                           | .053                     |                           |                                |
|                         | N                   | 69                             | 69                       | 69                        |                                |
| Organization Commitment | Pearson Correlation | .198                           | .236                     | .326**                    | 1                              |
|                         | Sig. (2-tailed)     | .103                           | .051                     | .006                      |                                |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Research data, 2015

The correlation statistics summary shown in table 4.11 indicates a weak but significant association between the independent and dependent variables. The correlation results, found that there was a significant relationship at 10% level of significance between workplace relationships and generation Y employee commitment to an organization in the Nakuru County Government Headquarters ( $r = 0.198$ ,  $\alpha = 0.103$ ). The study also assessed whether work life balance had an effect on the organization commitment of

generation Y employees of Nakuru County Government Headquarters and a slightly positive relationship ( $r = 0.236$ ,  $\alpha = 0.051$ ) is noted. The study also sought to determine whether technology had a significant effect on the organization commitment of generation Y employees of Nakuru County Government Headquarters and found a positive relation ( $r = 0.326$ ,  $\alpha = 0.006$ ). The results therefore indicated that technology aspect exhibited a significant association with employee commitment to an organization followed by work life balance aspect and the least being the workplace relationships aspects.

#### 4.4.2 Regression Analysis

To produce a best fit line to predict independent variables on the dependent variable Stepwise regression analysis was used. It was used to determine how each independent variable affected the dependent variable and which of those factors are more significant. Table 4.12 shows the results.

**Table 4.12a Multiple Linear Regression Analysis Model Summary**

| Model | R                 | R Square | Adjusted Square | R | Std. Error of the Estimate |
|-------|-------------------|----------|-----------------|---|----------------------------|
| 1     | .424 <sup>a</sup> | .180     | .142            |   | 7.80830                    |

a. Predictors: (Constant), Technology Support, Workplace Relation, Work Life Balance

Source: Research data, 2015

Adjusted r square value of,  $r^2 = 0.142$  indicate that when all the variables are combined, the multiple linear regression model could explain approximately 14.2% of the variation in organization commitment of generation Y employees of Nakuru County Government Headquarters.

#### 4.4.3 Anova and Regression

The results of Anova performed on the independent and dependent variables are summarized in table 4.13 while the regression analysis results are also presented on table 4.12b

**Table 4.12 b ANOVA Model**

| <b>Model</b>      | <b>Sum of Squares</b> | <b>Df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b>       |
|-------------------|-----------------------|-----------|--------------------|----------|-------------------|
| <b>Regression</b> | 869.410               | 3         | 289.803            | 4.753    | .005 <sup>b</sup> |
| <b>Residual</b>   | 3963.024              | 65        | 60.970             |          |                   |
| <b>Total</b>      | <b>4832.435</b>       | <b>68</b> |                    |          |                   |

a. Dependent Variable: Organization Commitment

b. Predictors: (Constant), Technology Support, Workplace Relation, Work Life Balance

Source: Research data, 2015

**Table 4.12 c: Estimation of the coefficient of the Multiple Linear Regression**

| <b>Model</b>              | <b>Unstandardized Coefficients</b> |                   | <b>Standardized T</b> | <b>Sig.</b> | <b>VIF</b> |
|---------------------------|------------------------------------|-------------------|-----------------------|-------------|------------|
|                           | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>           |             |            |
| <b>(Constant)</b>         | 7.152                              | 5.977             | 1.197                 | .236        | 0          |
| <b>Workplace Relation</b> | .555                               | .289              | .219                  | 1.921       | .059       |
| <b>Work life Balance</b>  | .250                               | .140              | .209                  | 1.778       | .080       |
| <b>Technology Support</b> | .609                               | .264              | .267                  | 2.305       | .024       |

a. Dependent Variable: Organization Commitment

The ANOVA results shown in table 4.12c indicated an overall significance of 0.005. The overall relationship between the dependent and independent variables will be of the most importance in a linear regression model. The findings showed there was a significance between workplace relationships aspects ( $p = 0.059$ ) and organization commitment of generation Y employees in Nakuru County Government Headquarters. The findings indicated a significant relationship at 10% level of significance between work life balance ( $p = 0.080$ ) and organization commitment of generation Y employees and a significant relationship between technology support ( $p = 0.024$ ) and organization commitment of generation Y employees.

The VIF is much less than 10, indicating that collinearity is not a problem between the independent variables.

The most important independent variable in employee's organization commitment was also determined by the use of beta values as shown in table 4.14. It identified technology support aspects (0.609) as the most important variable of the study followed by workplace relationship (0.555) and work life balance aspects (0.250) and respectively.

#### **4.5 Hypotheses Testing**

The specific objectives of the research are highlighted, hypotheses are tested and implications discussed in this section.

##### **4.5.1 Specific objectives**

**Ho<sub>1</sub>: Workplace relationship has no significant effect on commitment to work of generation Y employees at Nakuru County Government Headquarters.**

Regression results showed that workplace relationship factor significantly influenced employee's commitment to an organization ( $p = 0.059$ ) hence the null hypothesis was rejected. The implication of this is that there should be supervisors respect for others opinion, supervisor support with personal development, employee contribution to decision making and informal channel of communication to enhance commitment of generation Y employees at Nakuru County Government Headquarters.

**Ho<sub>2</sub>: Work life balance has no significant effect on commitment to work of generation Y employees at Nakuru County Government Headquarters.**

The regression results showed that the work life balance factors significantly influence generation Y employee's commitment to an organization at 10% level of significance ( $p= 0.080$ ) and thus the null hypothesis was rejected. This means a flexible schedule that favors work-family and work-extracurricular balance were a significant factors on organization commitment of employees' of Nakuru County Government Headquarter.

**Ho<sub>3</sub>: Technology support has no significant effect on commitment to work of generation Y employees Nakuru County Government Departmental Headquarters.**

Regression results showed that the technology support factors significantly influenced employee's commitment to an organization ( $p$  value = 0.024) and thus the null hypothesis was rejected. The implication of this is that availability of internet connectivity, current



computers, their ease of use, efficiency and effectiveness of file retrieving and time saving are important factors of technology support that helps to boost commitment of generation Y employees at Nakuru County Government Headquarters.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

Discussion, conclusions, and recommendations arising out of the research findings in the previous chapter and areas for further study are presented in this chapter. The overall objective of this study was to investigate the effect of generation Y employee's motivators on their commitment to an organization in Nakuru County Government Headquarters. On the other hand the specific objectives of the study were to assess, examine and analyze the effect of workplace relationship, work life balance and technology support on commitment to work of generation Y employees at Nakuru County Government Headquarters.

#### **5.2 Summary of Findings**

According to the findings it showed that when all variables are combined it can explain approximately 14.2% of the variations in generation Y employees' commitment in Nakuru County Government Headquarters while 85.8% may be attributed to other factors not explained by the variables.

According to the first objective of the study which was to assess the effect of workplace relationships on commitment to work of generation Y employees at Nakuru County Government Headquarters, the data analysis and interpretation of the questionnaires showed that majority of generation Y employees' agreed to meeting their supervisor for personal career development. They also agreed that their supervisor respected suggestions they make that is work related, encouraged informal work related communication, informed them well in advance about important decisions, changes or plans for the organization future and the supervisor also helped the employees with work problem. From the correlation results, it was found that the workplace relationship has a significant positive effect on generation Y employees commitment to an organization meaning a significant relationship exist between workplace relationships and organization commitment of generation Y employees. According to regression results it was the second most important variable in employee organization commitment.

To examine the effect of work life balance on commitment to work of generation Y employees at Nakuru County Government Headquarters was the second objective that consisted of work-family conflict and work-extracurricular conflict and according to the findings it showed that majority of the respondents disagreed that their work interfered with their family/personal life, made it difficult to fulfill family/personal responsibilities and also disagreed that their job produced strain that made it difficult to fulfill their family/personal duties. However they agreed to keep on making changes to their plans for family/personal life due to work-related duties.

On the work-extracurricular conflicts generation Y employees at Nakuru County Government Headquarters disagreed to not enjoying their hobbies, fulfilling community service obligations, engaging in health fitness trainings and changing plans to meet friends because of the difficulty of their jobs. From the correlation results, it was found that the work life balance has an insignificant positive effect on generation Y employees commitment to an organization meaning an insignificant relationship exist between work life balance and organization commitment of generation Y employees. According to regression results it was the least important variable in employee organization commitment.

Finally the study sought to analyze the effect of technology support on commitment to work of generation Y employees at Nakuru County Government Headquarters. The findings revealed that majority of the generation Y employees agreed that modern technology are available insufficiency in the office, they help them in save and retrieve documents easily, they do not experience any difficulty in operating them and it also help them to complete transaction and documentation as are required of them on time. However, they disagreed that Lack of proper internet connectivity in the office made working tedious and boring, inadequacy of technology devices to be due to corruption and misuse of personal devices to be the major reason why the organization is reluctant to have to have every employee own a computer on his/her desk. From the correlation results, it was found that technology support has a significant positive effect on generation Y employees commitment to an organization meaning a significant

relationship exist between technology support and organization commitment of generation Y employees. According to regression results it was the most important variable in employee organization commitment.

### **5.3 Conclusions**

Commitment of generation Y employees in Nakuru County Government Headquarters is influenced by various factors. The findings revealed that technology support aspects were an important factor in creating commitment of employees while compared to other two variables; (work life balance aspects and workplace relationships aspect), in Nakuru County Government Headquarters. More specifically, the availability of modern technology had a strong influence on commitment of Nakuru County Government Headquarters employees. Many factors affect employee commitment to an organization that human resource managers/supervisors need to be aware of and should put more effort to improve at all times. According to the findings it was determined that the employee's supervisors helped them in both work and personal development, the employee understood their duties, responsibilities and obligations both work and out of work hence maintaining a work life balance. They also appreciated the availability of technology, the ease of operating and how it helped them to save on time. Therefore, based on these findings, the study concludes that all of the variables were important in the study with the most crucial being technology support aspects.

### **5.4 Recommendations**

Commitment of generation Y employees in Nakuru County Government Headquarters is influenced by various factors. Based on the findings of this research it is recommended that the strong influences on commitment of generation Y employees of Nakuru County Government Headquarters be put into great consideration. They consisted of: workplace relationships, work life balance and technology support. Encouraging generation Y motivators may increase their loyalty to an organization and hence reduce turn over and cost of recruitment. A workplace relationship was identified to be significant to generation Y employee commitment. Therefore, attention need to be given especially to the employee-supervisor relationship as it contributes to good working relationship, hence the intension of an employee to remain with an organization as he/she feels important, respected, valued, part of a communication network and mutual support.

The study further recommends a flexible schedule that allows a balance between work and personal responsibilities because the study showed a significant relationship at 10% level of significance between work life balance and employee commitment to an organization. Hence, the human resource managers should strive to come up with working scheduled that allow employees to have time for their family/personal responsibilities, enjoy their hobbies, take part in community service, engage in health fitness and meet friends in order to increase employee commitment.

Technology support being the most influential variable among the other two should be of the greatest concern to every organization that have or plans to recruit generation Y employees. The organizations should ensure availability of modern technology, proper internet connectivity and ease of use of the technology in order to make employees work easier and help them complete transactions and documentation as required of them on time. Making employee's work easy and enjoyable increases the intension of the employee to stay with that organization.

### **5.5 Recommendation for Further Research**

The researcher recommends further research to be attempted to private firms, to find out whether generation Y motivators affect the organization commitment of generation Y employees. This study focused on generation Y motivators in Nakuru County Government Headquarters. However, a similar research can be carried out in other Counties Government Departmental Headquarter.

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## APPENDICES

### APPENDIX I: COVER LETTER

School Of Business,  
Kabarak University,  
Nakuru.

July, 2015

Dear Respondent,

#### **Re: Data Collection for Research Project**

I am an MBA student of Kabarak University conducting a research in partial fulfillment of requirement for the award of a degree in Master of Business Administration. The subject of my research is the effect of generation y employees' motivators on generation Y commitment to Nakuru County Government Headquarters. The specific objectives are To assess the effect of workplace relationships on commitment to work of generation Y employees at Nakuru County Government Headquarters. To examine the effect of work life balance on commitment to work of generation Y employees at Nakuru County Government Headquarters. To analyze the effect of technology support on commitment to work of generation Y employees at Nakuru County Government Headquarters.

I am humbly requesting for your assistance in this study by providing answers to the questions on the attached questionnaire. Please be assured that all the information provided will be treated with confidentiality and will be used for academic purposes only. Your assistance will be highly appreciated.

Yours faithfully,  
King'ori Mary,  
Researcher.

## APPENDIX II: QUESTIONNAIRE

This questionnaire is a tool for collecting data that will help assess the effect of generation y employees' motivators on their commitment to an organization. Kindly be as objective as possible. The information obtained is strictly for research purposes and will be treated with highest level of confidentiality.

### SECTION A: SOCIO-DEMOGRAPHIC DATA OF THE RESPONDENT

Please place a tick (√) or write your responses where appropriate box/ spaces provided

1. Gender         Male  
                       Female
  
2. Age in years-----
  
3. Marital Status  Single  
                          Married  
                          Separated  
                          Divorced  
                          Widowed  
                          Widow
  
4. Number of children

| Order of birth | Age |
|----------------|-----|
| 1              |     |
| 2              |     |
| 3              |     |
| 4              |     |
| 5              |     |
| 6              |     |
| 7              |     |

5. Position at work.....
6. Tenure of your job     Contract  
                                   Permanent

Part-time

Other (please specify).....

7. Division/Department/Unit .....

8. Length of service .....

**SECTION B: QUESTIONS Related to the Objectives**

Kindly rate your levels of agreement or disagreement with the statements in the tables below using the scale given: SA=Strongly Agree (1)

A=Agree (2)

N=Not Sure (3)

D=Disagree (4)

SD=Strongly Disagree (5)

Kindly place a tick (√) against the suggested opinion to show your level of agreement or disagreement with it in the that appropriate box in the table

**PART A: WORKPLACE RELATIONSHIPS**

| Item | Workplace Relationships   | SA | A | N | D | SD |
|------|---|----|---|---|---|----|
| i.   | I frequently meet with my supervisor about my personal career development.  |    |   |   |   |    |
| ii.  | My supervisor respects work related suggestions that I make   |    |   |   |   |    |
| iii. | My supervisor encourages informal work related communication at the work place.                                     |    |   |   |   |    |
| iv.  | My supervisor informs me well in advance about, important decisions, changes, or plans for the organization future. |    |   |   |   |    |
| v.   | I can rely on my supervisor/line manager to help me out with a work problem.  |    |   |   |   |    |

**PART B: WORK LIFE BALANCE ASPECTS**

**i. Work – Family/ Personal Conflicts**

| <b>Item</b> | <b>Work – Family/Personal Conflicts</b>   | <b>SA</b> | <b>A</b> | <b>N</b> | <b>D</b> | <b>SD</b> |
|-------------|---|-----------|----------|----------|----------|-----------|
| i.          | Due to work-related duties, I keep on making changes to my plans for family/personal activities   |           |          |          |          |           |
| ii.         | The demands of my work interfere with my family/personal life                                     |           |          |          |          |           |
| iii.        | The amount of time my job takes up makes it difficult to fulfill family/personal responsibilities |           |          |          |          |           |
| iv.         | My job produces strain that makes it difficult to fulfill family/personal duties                  |           |          |          |          |           |

**i. Work - Extracurricular Conflicts**

| <b>Item</b> | <b>Work - Extracurricular Conflicts</b>   | <b>SA</b> | <b>A</b> | <b>N</b> | <b>D</b> | <b>SD</b> |
|-------------|---|-----------|----------|----------|----------|-----------|
| i.          | The amount of time my job takes up makes it difficult to enjoy my hobbies.                  |           |          |          |          |           |
| ii.         | My job produces strain that makes it difficult to fulfill my community service obligations. |           |          |          |          |           |
| iii.        | Due to work-related duties, I hardly find time for my health fitness trainings.             |           |          |          |          |           |
| iv.         | The demands of my work interfere with my plans to meet friends                              |           |          |          |          |           |

**PART C: TECHNOLOGY SUPPORT**

| <b>Item</b> | <b>Technology</b>   | <b>SA</b> | <b>A</b> | <b>N</b> | <b>D</b> | <b>SD</b> |
|-------------|---|-----------|----------|----------|----------|-----------|
| i.          | Modern technology i.e. computers, printers are available insufficiency in the office.   |           |          |          |          |           |
| ii.         | Lack of proper internet connectivity in the office make working tedious and boring.   |           |          |          |          |           |
| iii.        | I do not experience any difficulty in operating and using the available technology in the office.   |           |          |          |          |           |
| iv.         | Use of computers and other modern technology devices has made saving and retrieval of important documents easy.   |           |          |          |          |           |
| v.          | Use of technology enables me to complete transactions and documentations as are required of me on time.   |           |          |          |          |           |
| vi.         | I attribute inadequacy of technological devices to mismanagement of funds and corruption in the organization  |           |          |          |          |           |
| vii.        | Misuse of personal devices i.e. mobile phones is a major reason why the organization is reluctant to have every employee own a computer on his/her desk |           |          |          |          |           |

**PART D: ORGANIZATIONAL COMMITMENT**

| <b>Item</b> | <b>Commitment</b>  | <b>SA</b> | <b>A</b> | <b>N</b> | <b>D</b> | <b>SD</b> |
|-------------|--|-----------|----------|----------|----------|-----------|
| i.          | I would be very happy to spend the rest of my career with this organization  |           |          |          |          |           |
| ii.         | I find that my goals and the organization's goals are very similar.  |           |          |          |          |           |
| iii.        | I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.  |           |          |          |          |           |
| iv.         | I really feel as if this organization's problems are my own  |           |          |          |          |           |
| v.          | It would be very hard for me to leave my organization right now, even if I wanted to   |           |          |          |          |           |
| vi.         | Too much in my life will be disrupted if I decided I wanted to leave my organization now   |           |          |          |          |           |
| vii.        | One of the few serious consequences of leaving this organization will be the scarcity of available alternatives  |           |          |          |          |           |
| viii.       | One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice (another organization may not match the overall benefits I have here). |           |          |          |          |           |
| ix.         | One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.                                |           |          |          |          |           |
| x.          | If I got another offer for a better job elsewhere I would not feel it is right to leave my organization  |           |          |          |          |           |
| xi.         | I was taught to believe in the value of remaining loyal to one organization.   |           |          |          |          |           |
| xii.        | Things were better in the days when people stayed with one organization for most of their careers.   |           |          |          |          |           |

**Thank you very much for your responses**