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# **ANALYSING EMPLOYEE COMMITMENT FOR THE YOUNG NEW ZEALAND WORKFORCE**

A thesis presented in partial fulfilment of the requirements for the degree of Masters of Business Studies in Human Resource Management at Massey University, New Zealand.

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# ABSTRACT

Younger workers are quickly becoming a vital part of our workforce as they are soon to fill a major experience and skill gap brought by the retirement of a large group of experienced employees. Research and popular media suggest that younger workers have different values and attitudes in the workforce compared to older generations, yet there is little empirical research in the area of organisational commitment on younger workers. This knowledge is important as managers and organisations need to understand what values and workforce desires drive young employees to competitively recruit, develop and retain this new workforce to mitigate the imminent retirement of older workers.

The purpose of this thesis is to further the understanding of the Millennial and Generation Z cohorts in the workplace by examining their types of organisational commitment when they first begin their careers. 175 young full-time workers in New Zealand aged between 17 and 30 years participated in the thesis and completed an online cross-sectional survey. The survey contained four shortened-versions of scales concerning organisational commitment, managerial trustworthiness, and well-being. Latent profile analysis was used to identify the profiles, of young employees' organisational commitment.

Four organisational commitment profile groups were discovered within the sample population and were labelled as High AC/NC-Dominant, CC-Dominant, AC-Dominant, Low CC-Dominant. Significant differences were found between profile membership and the measures of perceived managerial trustworthiness, psychological well-being at work, and turnover intention. A large majority of the sample population (63.2%) were found to have positive feelings of organisational commitment and had strong positive relationships with perceived trust in management and psychological well-

being at work. Turnover intentions were low. Thirty two per cent of the young workers felt trapped within their organisation and had high turnover intentions, but due to the nature of commitment feel unable to leave their organisation. Perceived trust in management and psychological well-being at work were significantly low for this group. There were very few uncommitted employees.

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# CHAPTER 1: INTRODUCTION

## 1.1 OVERVIEW

There are more generations in today's workforce with 'Millennials' (individuals born between 1979 and 1994) making up over a third of it (Smola & Sutton, 2002). By 2025 they are expected to make up more than half of this population due to an aging 'Baby Boomer' workforce (Smola & Sutton, 2002; Williams & Nussbaum, 2001). Currently, the Baby Boomer generation (those born between 1940s and early 1960s) make up almost half of the workforce, and for the next decade will be working together with Millennials, Generation X (individuals born between late 1960s and 1980s), and the newest generation to enter the workforce, Generation Z (those born between 1995 and 2014) (Chaudhuri & Ghosh, 2012; Davey, 2003; Amayah & Gedro, 2014; Krahn & Galambos, 2014; Rothman, 2016).

While is considerable well-established research on work attitudes and best practices for Generation X and Baby Boomers, there is much room for growth in research focusing on Millennials and Generation Z as they have only recently joined the workforce. To enable the most effective development and stability of a Millennial majority workforce, organisations, managers and researchers all need to have a clear understanding of how young workers work, learn, and develop in the workplace (Mason, 2011). Finding differences in generations is consistently a prevalent topic for businesses and human resources-based research because of popular beliefs that generations have their own unique characteristics. Furthermore, there is evidence to suggest that these two recent generations have different values in the workplace, thus management techniques will need to be updated and implemented to maintain and develop a productive workforce as the workforce and workplace culture change (Sujansky & Ferri-Reed, 2009; Myers & Sadaghiani, 2010).

Research on employees' commitment profiles originated in the 1960s, and as a result there has been more research done on older workers that fit within Generation X and the Baby Boomer generation, than literature on younger workers. Millennials are remarkably still overlooked in this specific area of human resources literature, and research on Generation Z is very much in the early stages. Additionally, research by human resources experts tend to focus on the workforce as a homogenous group which is particularly prevalent in organisational commitment research (Mason, 2011). For now, there is a lack in literature on Millennials or Generation Z and there is much room to grow knowledge on these workers in all areas of research.

Organisational commitment refers to an individual's psychological attachment to their currently place of work (Smola & Sutton, 2002). The most commonly used model within empirical literature is Allen and Meyer's (1990) three-component theory of organisational commitment. This model is widely used and accepted as it revolutionised of organisational commitment by defining it as a multi-dimensional construct with the three components being linked yet still distinct from each other (Allen & Meyer 1990; Meyer & Allen, 1991, 1997). Before this model, organisational commitment was treated as a one-dimensional construct, and with an emphasis on how this affects the organisation. The modern three-component theory of organisational commitment postulates that there are three psychological components that make up organisational commitment. Allen and Meyer's (1990) state that these types of commitment are desire, obligation and cost to remain or leave the organisation. In research, these are otherwise labelled as affective, normative, and continuance commitment, respectively (Allen & Meyer 1990).

## 1.2 AIM OF THE RESEARCH

The purpose of this thesis is to extend upon the current literature on commitment profiles, particularly by looking at profiles found in young employees. Additionally, work outcomes and constructs can be analysed alongside the profiles generated to develop a clearer understanding on what behaviours drive Millennials and Generation Z to continue employment at their current workplace. Examining young workers early when starting their careers gives the best chance to identify the holistic commitment traits of these two generations before they are influenced by workplace cultures. Currently, there is an abundance of research that examines commitment profiles of employees as a homogenous group, and age or generational label are not observed or mentioned. To address this clear gap in literature, this research invited young workers to partake in the thesis if they met certain criteria, they must: Be working, be born between 1979 and 1994, and be in their first year of full-time employment in New Zealand. An online cross-sectional survey was used to great effect to seek a further an understanding on why Millennials and Generation Z are working at their current organisation, and what motivates them to continuing to work there. This thesis will often combine Millennial and Generation Z workers under the label of 'young workers'.

In addition to identifying types of organisational commitment, there are numerous well-examined factors that can predict commitment profile groups or work outcomes. Popular constructs in literature are work engagement, job satisfaction, well-being, organisational citizenship behaviour, and job performance (Meyer, Stanley & Parfyonova, 2012; Gellatly et al., 2009; Wasti, 2010). In 2016, a study by Kam et al., brought to popularity perceived managerial trustworthiness which is a contemporary factor. This factor was found to be a strong predictor for most positive commitment profiles and is yet to be substantially looked at in research. To take empirical understandings of the relationships between work outcomes, and commitment profile,



and commitment profile predictor constructs further, this thesis seeks to use a novel combination of variables to examine their relationships with young worker's organisational commitment. These variables are chosen due to the perceived empirical relevancy the variables have to common stereotypes of younger generations, which will be talked about further in Chapter 2. The variables studied in the present thesis alongside organisational commitment are: Perceived managerial trustworthiness, well-being at work, and turnover intentions.

### **1.3 THE IMPORTANCE OF GENERATIONS**

A worker's age is one of the most significant predictors for attitudes and behaviour differences alongside shared historical events (Morgan, 1998; Egri & Ralston, 2004). There are debates on whether the experience of aging is similar across generations or is constantly developing together with generational classifications (Morgan, 1998). The distinctiveness of generations is useful for creating a shared perception of identity, and as there is not one sole generation within the workforce, research on a particular generation often compares one generation to another, or later one. This thesis seeks to examine two generations, the Millennial generation and Generation Z, and future research may be able to compare our findings to older generations.

Baby Boomers, Generation X, Millennials, and Generation Z are distinct generations and each generation can be defined by their own unique characteristics. Shared historical events and aging together are commonly recognized as defining a generation and the values that generation portrays (Egri & Ralston 2004). Historical events do not have to be momentous occasions but can be policies or shared experiences as well. For example, American generations (Silent generation, Baby Boomer, and Generation X) are found to have their values change in an age-related pattern, whereas Chinese generations (Consolidation, Cultural Revolution and Social Reform) have values

change according to governmental policies, such as China's closed-door policy (Egri & Ralston 2004). Retirement plans and voting history are also identified to be major predictors of important differences in values and attitudes between generations as a result of societal movement (Morgan, 1998). The stereotypes for each major generation in the current workforce labelled above are further defined below.

Baby Boomers are named after the surge in births in western countries following the second world war and occurred between the early 1940s and early 1960s (Chaudhuri & Ghosh, 2012; Glass, 2007). This generation is the largest in American history and are defined by rock and roll, women's liberation, and the space race experiences (Glass, 2007). Baby Boomers have been significantly influenced by these historic events which have shaped their optimistic, driven and idealistic personality traits (Glass, 2007).

Generation X became the term used for people born between late 1960s and 1980s after a Canadian Author popularized this term (Glass, 2007). Historic events to define Generation X are very different to Baby Boomers. Generation X were born during divorce rates double of what the Baby Boomers experienced as children, experienced uncertainty in pay out of social security pensions, and they are significantly smaller in population size due to birth control accessibility (Glass, 2007; Jenkins, 2007). Parents of Generation X suffered the first of many vast corporate layoffs which has contributed to this generation having more cynical and pessimistic views of the workforce, while being optimistic in achieving personal well-being and happiness in relationships, and they are independent, autonomous and self-reliant (Arnett, 2000; Jenkins, 2007).

Millennials were born between 1979 and 1994 and are defined by growing up amidst rapid advances in technology, local terrorist attacks growing in frequency, and ethnic and racial diversity (Glass, 2007). As a result, Millennials are characterized by many of the population achieving university degrees, technological advances while being

children and entering the workforce with knowledge already, multi-taskers, desire for constant feedback and openness (Myers & Sadaghiani, 2010).

Generation Z are the newest generation to enter the workforce and are born between 1995 and 2014 (Glass, 2017). This generation experienced complete technology assimilation in daily life, for example, in 2011, an independent nonprofit research center found that 77 per cent of children aged 12-17 years owned a cellphone (Lenhart, 2012). This generation is found as being more risk-adverse than Millennials and characterize themselves as being compassionate, open minded, responsible and loyal (Seemiller & Grace, 2016). Generation Z view their peers as being competitive, adventurous, and spontaneous which is supported by research on this group (Seemiller & Grace, 2016).

In the workplace, the past seven years has seen human resource development and human resource management research focusing on psychological traits, motivation, work values, work attitudes, organisational citizenship behaviours, and technology as generational issues (Amayah & Gedro, 2014; Chaudhuri & Ghosh, 2012; Myers & Sadaghiani, 2010). Due to rapid globalization, technology is increasingly becoming a topic of interest in generational research due to younger generations such as Millennials and Generation Z being born surrounded by technology, whereas older generations such as Baby Boomers and Generation X are learning these technological advances as adults (Rothman, 2016). While there is a popular generalization that there are significant differences of work patterns across generations, it has been found that while there are differences, the intensity of them is largely anecdotal as more similarities have been found between generations than differences (Murry, Toulson & Legg, 2011). For instance, while technological advances strongly favours younger employees in the workforce, it is not an ultimatum. There are both old and young employees whom share weaknesses with using technology and vice versa.

Growing up with social media and the ability to communicate globally and instantly have caused Millennials and Generation Z to be stereotyped as having vast differences from their predecessors, such as being more inclined to change jobs (i.e. “job-hopping”), desiring flexibility in work, and openness in communication about pay and security from their employment (Myers & Sadaghiani, 2010). These characteristics are said to be in sharp contrast to their predecessors, with stereotypes about older generations being resistant to change, having problems with technology, being fully committed to their job, and possessing great loyalty to their organisation (McGregor & Gray, 2002).

These perceptions are both supported and opposed in research, with studies finding significant generational work differences, particularly in organisational loyalty (Smola & Sutton, 2002; McGregor & Gray, 2002). Others, however, are unable to find predicted significant workplace differences between Baby Boomers and Millennials or finding more similarities than differences (Parry & Urwin, 2010; Murry, Toulson & Legg, 2011; Becton, Walker & Jones-Farmer, 2014). The back-and-forth nature of research particularly creates a dilemma for organisations and managers as nowadays businesses of all sizes report problems in retaining young workers, and these issues are being further exacerbated through popular perceptions that Generation Z, Millennials, Generation X and Baby Boomers are incompatible in the workplace due to their differences in work values and attitudes (Sujansky & Ferri-Reed, 2009; Myers & Sadaghiani, 2010).

#### **1.4 WHY STUDY MILLENNIALS AND GENERATION Z?**

With the percentage of New Zealand workers aged 65 years and over close to doubling between 2001 and 2013 (Statistics New Zealand, 2013), organisations are urgently investing in ways to mentor, train and find methods to retain young employees to fill the upcoming gap in skilled older and experienced workers (Mason, 2013;

Chaudhuri & Ghosh, 2011). For this reason, literature on Millennials is becoming a vital area for researchers to focus on as managers and organisations seek to identify ways to enable, develop, and keep these new workers.

A popular notion of Millennials is that they show preference to having multiple career paths and so challenges pose managers and employers in keeping Millennials committed to their workplace (Cheramie, Sturman & Walsh, 2007; Gursoy, Maier & Chi, 2008; Myers & Sadaghiani, 2010). Comparisons between Millennials and Generation Z describe the latter as more conservative, entrepreneurial, money-oriented and pragmatic (Edwards, 2015). Research on organisational commitment is rapidly growing as HR managers seek to develop a clear understanding on commitment types for young workers beginning their careers and what impact young employees will have on the workforce.

Millennials and Generation Z have grown up in an environment where New Zealanders highly value individualism (79) and masculinity (58) (Hofstede, 2007). Sharing values with other western countries, New Zealanders work within a liberal market economy, meaning organisations display preferences toward individual performance, work flexibility, and a competitive organisational environment within and between companies (Hall & Soskice, 2011). This work culture is seen in some of the major stereotypes of younger workers, that they are less keen than their forerunners to commit to one organisation, and that they are constantly looking for better opportunities outside of their organisation (Ferri-Reed, 2014; Tulgan, 2013). Another New Zealand workplace stereotype relates to the high masculinity score, and only recently is New Zealand moving to a more gender-equal workforce which is strongly supported by the younger population (Hofstede, 2007).

Identifying if these cultural stereotypes are accurate and ways to use Millennial and Generation Z stereotypes to benefit organisational retention is a significant area for researchers to provide answers to the current questions HR managers have and how to

change HR practices and policies to best support the organisation and its employees. For example, Cher and Chan's (2008) investigation on the impacts for key human resource practices on permanent employees' organisational commitment and their intention to stay, found that practices such as facilitating person-organisation fit, remuneration, recognition, and opportunity positively affected organisational commitment. With Millennials and Generation Z entering the workforce, Chaudhuri and Ghosh's (2012) research determines that although generational cohorts have differing strengths and weaknesses, the expertise and strengths of both major generations (Millennials and Baby Boomers) can be leveraged so valuable knowledge can be shared, such as Millennials' expertise with technology, and Baby Boomers' experience and specialized skills. This is done through modern human resource development policies and practices such as reverse mentoring as a social exchange tool to enable both generations to be perceptive of their different needs, value systems, and work demands (Chaudhuri & Ghosh, 2012). For this, managers are particularly important as they carry out these practices and mentor new employees with the specific practices and policies of the organisation.

## **1.5 DEFINING ORGANISATIONAL COMMITMENT**

Research on organisational commitment is becoming increasingly popular due to the interest from the general public, employers, and managers in seeking clarification and an understanding of the impact young people have or will have on the workforce. The most prominent theory of commitment is the three-component theory of organisational commitment (Allen & Meyer 1990; Meyer & Allen, 1991, 1997). This theory revolutionized research on organisational commitment by redefining it as a multi-dimensional construct with the three components being empirically connected nevertheless distinguishable from each other.

This theory identifies that there are three components that make up commitment to an organisation, which are 'affective', 'normative', and 'continuance' commitment (Allen & Meyer 1990). Firstly, affective commitment is the commitment that an employee feels towards their organisation reflects a varying arrangement of emotional attachment and involvement to the organisation, and is labelled as 'AC' (Allen & Meyer 1990). Allen and Meyer (1990) define continuance commitment as an employee's assessment of the respective costs and benefits of remaining with or leaving the organisation (labelled as CC), and lastly, normative commitment is described as the sense of obligation to remain with the organisation (NC). These components are otherwise known as desire (AC), cost (CC) or obligation (NC) to remain at an organisation (Allen & Meyer 1990). When combined, these forms of commitment bind an individual to an organisation and decrease the likelihood of that individual leaving (Gellatly, Meyer & Luchak, 2006; Allen & Meyer 1990).

The three-component theory of organisational commitment is used for a variety of studies, for example, Gong, Chang and Xin (2009) use this model to understand the effect performance-oriented human resource practices has on employees. They found that the practices which improve performance are mediated by middle managers' affective commitment to the firm, meaning that if managers have high AC, they would be more likely to respond positively when undertaking performance-oriented practices (Gong, Chang & Xin, 2009). As a result of the advances in organisational commitment research since Allen and Meyer's (1990) literature, commitment in this thesis is measured using the shortened 9-item version of Meyer, Allen and Smith's (1993) scales used by Gellatly, Meyer & Luchak (2006) which addressed the issues the original questionnaire had. Likewise, due to advances in methodologies, more recent literature in identifying organisational commitment profiles uses latent profile analysis (LPA) (Gellatly, Cowden & Cummings, 2014). Derived from *k*-cluster means analysis, this methodology uses cross-

sectional data, and more accurately groups individuals that are similar in terms of behaviours, attitudes, beliefs, and experiences, which then can be related with precursors or outcomes of interest (Gellatly, Cowden & Cummings, 2014).

In this thesis, the three-component theory of organisational commitment is used in conjunction with three other variables to highlight influences and relationships that produce young employees' organisational commitment. After examination of popular perceptions of young workers' attitudes and values, perceived managerial trustworthiness, psychological well-being at work, and turnover intentions are examined as potentially having a significant relationship with Millennials' and Generation Z commitment to an organisation.

Each of these scales are specifically oriented to gaining responses from workers, to understand the workplace context, for example the definition of psychological well-being at work varies greatly according to what scale and literature is used. To examine a worker's well-being in a workplace context, Dagenais-Desmarais and Savoie's (2012) split well-being up into five dimensions, being interpersonal fit at work, thriving at work, feelings of competency, perceived recognition at work, and desire for involvement at work. Perceived managerial trustworthiness relates to how much a worker trusts in their manager, or top manager, with four aspects of trust being made up of being affective trust, cognitive trust, willingness to be vulnerable, and overall trust (Dirks & Ferrin, 2002; Colquitt et al., 2007). Turnover intention is the simplest concept as it measures whether the employee seeks to remain at the organisation, or desires to leave and is planning to do so.

Out of these variables, employee well-being is the most frequently used variable within organisational commitment literature due to most studies being centered around human resource management issues and intending to be relevant for organisational or managerial use. This thesis uses Dagenais-Desmarais & Savoie's (2012) psychological



well-being at work scale as this widely used measure has the second advantage to help authenticate the validity of the commitment profiles it will find (Morin et al., 2015). This is particularly important as the sample demographic used in this thesis has not been examined in great depth in empirical literature.

Perceived management trustworthiness and the mentoring of employees has been found to play an important part in the creation of commitment profiles, however, there is little research investigating this in relation to work outcomes for employees (Kam et al., 2016; Chaudhuri & Ghosh, 2011). Therefore, the relationship between individual well-being at work, employees' trust in their managers and staying intentions are explored in this thesis to further literature on how to increase young employee's desire to stay at their organisation.

The aim of this thesis is to advance commitment profile research, with a focus on young full-time workers entering the workforce, otherwise known as Millennials and Generation Z. Particular attention is on the formation of young employees' commitment profiles and the work attitudes and values associated with these profiles, and how trust in management and workplace well-being has an effect on the commitment profiles of young workers and their intentions to stay at their organization.

This thesis hypothesises that Millennials and Generation Z will have between 4 – 8 organisational commitment profiles that vary in levels commitment from highly committed to uncommitted to an organisation. Following empirical literatures' findings, it is hypothesized that trust in management and well-being will have a positive association with fully-committed profile traits, and a negative relationship with uncommitted profile traits. Trust in management and psychological well-being will also have a strong, positive relationship with young worker's intention to stay at their organisation.

## 1.6 THESIS STRUCTURE

The thesis commences with a literature review in Chapter 2. This review defines the stereotypes of current generational differences, with an emphasis on research concerning the unique traits young full-time workers beginning their careers have (i.e. Millennials and Generation Z). This chapter then examines the importance of literature on commitment profiles, the findings of leading research in this area in correlation to generational stereotypes, and how identifying commitment profiles is important for workplace management and understanding. Following this, is the main theoretical framework for commitment in the workplace, and the work predecessors and outcomes that have been linked to organisational commitment using this framework. Specifically, this Chapter explores the key studies on managerial trustworthiness, psychological well-being in the workplace and turnover intentions as important factors determining a young employee's decision to remain at their organization.

Chapter 3 details the methodology of this thesis, which includes the research design, population sample, scales, procedure, and analytic strategy. The research design uses an online self-report cross-sectional survey made up of four scales with 125 completed responses in total. The four scales are organisational commitment, perceived managerial trustworthiness, psychological well-being at work, and turnover intentions. The analytic strategy section explores the use of a latent profile analysis to identify and label clusters of individuals and the criteria for determining the best number of profiles from the data collected. Then, Chapter 4 presents the in-depth data analysis which consists of the descriptive statistics, response to missing data, definition and use of the latent profile analysis, interpretation of profiles found, and the further analyses testing the research questions.

Chapter 5 follows this with the key findings from this thesis, with its implications for use in workplace management and understanding young worker's intentions and

desires when entering the workforce. Suggestions for future literature are then made. Finally, in Chapter 6 conclusions are drawn from the thesis' findings, and it then revisits the limitations of this thesis, concluding with recommendations and opportunities for future research.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 OVERVIEW**

This chapter begins with a discussion of Millennials and Generation Z workers in the workforce and the current issue organisations and managers are facing with these generations. After this is an outline of the main theoretical framework for organisational commitment, Meyer & Allen's (1991) three-component theory of organisational commitment, which provides a framework for determining the commitment profiles of the young workers whom took part in this thesis. Following this, empirical literature for the three chosen constructs to examine alongside organisational commitment are talked about. Chapter 2 concludes with a brief overview of the research questions and hypotheses for this thesis.

### **2.2 MILLENNIALS AND GENERATION Z IN THE WORKFORCE**

As reviewed in Chapter 1, the increase of Millennials and Generation Z entering the workforce has seen a rise in managers and organisations calling for research to understand what young workers want from a workplace, and particularly around identifying significant differences in work patterns than to earlier generations.

There are two hypotheses regarding generational differences. The first states that shared events define each generation and while individuals across generations are diverse they nonetheless share values and behaviours due to the shared experiences (Glass, 2007). The second view is that ultimately employees have generic values even though individuals can have variations over the course of their work history and trying to individualise each generation is unnecessary and could be misguided (Jurkiewicz & Brown, 1998).

Born during the rise of technology and rapid globalization, Millennials and Generation Z are bringing a new skillset and ways of working to the workplace (Smola & Sutton, 2002). They are strongly influenced by technology, multiculturalism, and ethnic diversity in the workplace, and research is echoing this sentiment (Smola & Sutton, 2002; Buckley, Beau, Novicevic, & Sigerstad, 2001; Chaudhuri & Ghosh, 2012). It is well known in the literature that employees can develop different types of work-related commitment, such as organisational commitment, or occupational commitment, however, there is debate around the types of organisational commitment found in Millennials and Generation Z (Meyer & Herscovitch, 2001; Cheramie, Sturman & Walsh, 2007; Gursoy, Maier & Chi, 2008; Myers & Sadaghiani, 2010; Tulgan, 2013; Ferri-Reed, 2014). Pryor et al., (2009) suggest that the Internet and having the ability to communicate globally has taught these two generations to tolerate and appreciate diversity and ethnic differences in the workplace. Despite recently entering the workforce, Millennials are quickly becoming a large presence in the workplace and in 2002, made up a third of the workforce (Smola & Sutton, 2002). With having preferences towards teamwork and linear hierarchy, there is concern that these characteristics will clash with some older generational preferences towards vertical hierarchy and tenure (Strauss & Howe, 2006; Junco & Mastrodicasa, 2007; Amayah & Gedro, 2014).

Another crucial workplace issue arising for human resource management staff is that young workers are said to be less keen to commit to an organisation, and that they are constantly looking for better opportunities outside of their organisation (Tulgan, 2013; Ferri-Reed, 2014). Turnover in staff is costly, and it is commonly believed that committed employees work harder so it is clear why managers would seek research on how to decrease turnover. Thus, organisations place great importance in encouraging workplace commitment because research reliably shows that commitment contributes to staying intentions, and a reduction in turnover (Meyer, Stanley, Herscovitch, &

Topolnytsky, 2002; Meyer & Allen, 2004). With mixed empirical evidence on generational differences, research on organisational commitment and commitment profiles are becoming increasingly sought after for clarification on young employees' work mindsets. These mindsets determine a young employee's decision to remain at their organization, and with organisations and managers seeking to retain young new employees, more evidence is needed for what young people want in employment.

More research will support managers who are currently pressured to maintain constant communication and feedback to younger workers due to researchers supporting traits of Millennials as being "high-maintenance", and needing continual job-related feedback (Epstein & Howes, 2008). Impatience with job career advancement, and a need for a strong social business network are additional issues managers are having to deal with (Pooley, 2005, Chaudhuri & Ghosh, 2012). A 2002 study on generational differences in employees' values found that there were generational work differences, particularly in organisational loyalty and that these work values also differ as employees age (Smola & Sutton, 2002). This study followed a similar 1974 and 1999 studies and had 350 American respondents with results suggesting that there is a change in attitude across generations among all American workers increasingly wanting a work-life balance (Smola & Sutton, 2002). The previous studies showed the lowest mean or desire 'to be promoted quickly', could derive from the workers desire to have less responsibility at work or reflect less of a desire for rapid career growth and instead enhanced job enrichment and intrinsic rewards (Smola & Sutton, 2002).

Another workplace issue is one relating to societal and global change as human resource managers work alongside a variety of challenges such as globalization, profitability through growth, technology, intellectual capital, and change (Ulrich, 1998). Millennials and Generation Z have grown up in a rapidly changing world influenced by technology and both ethnic and workplace diversity, whereas their predecessors have

experienced a world before there was a considerable emphasis on globalization and technology (Buckley, Beau, Novicevic, & Sigerstad, 2001; Smola & Sutton, 2002). However, this does not mean that the younger and older generations cannot work together and understand one another in the workplace. Ferri-Reed (2014)'s research on supervisors' perceptions of Millennials and Generation Y employees (individuals born between 1995 and later) identifies that managers hold Millennials to the same standards applied to older generations, however, Millennial attitudes were different, resulting in managers looking for new ways of engaging these employees. One such way to improve Millennials' organisational commitment is for HR professionals to provide opportunities to network and create relationships with their managers at work so that they feel supported (Chaudhuri & Ghosh, 2012; Kam et al., 2016). Ways to identify this is through measures of perceived managerial trustworthiness which identifies the trust employees have in their top management by measuring top managers' competence, integrity, and benevolence (Mayer et al., 1995; Kam et al., 2016). More research in this area is needed, however, as there is little research investigating managerial input in relation to work outcomes and staying intentions for Millennials and young workers (Chaudhuri & Ghosh, 2011; Kam et al., 2016).

Due to the recency of Generation Z and Millennials workforce becoming a major player in the workforce, there is a lot more research needed on these young workers on examining their work attitudes and values. Whilst there is support for these generational stereotypes, overall academic empirical literature has mixed beliefs and evidence to support or oppose these stereotypes. For example, Becton, Walker & Jones-Farmer, (2014) challenge the common notion that there even are significant generational differences within the workplace. Using popular stereotypes of Baby Boomers, Generation Xers and Millennials sourced from media and people, and data of genuine workplace behaviours in a sample of 8,040 workers from 2 organisations. Becton, Walker

and Jones-Farmer (2014) sought to identify what generational stereotypes are present in their population sample. This thesis predicts that Baby Boomers display fewer job mobility behaviours and greater compliance-related behaviours in comparison to Generation Xers and Millennials, and that Generation Xers are less likely to work overtime than Baby Boomers and Millennials. The findings show that Baby Boomers did display fewer job mobility behaviours and Generation Xers are less likely to work overtime than Baby Boomers and Millennials, along with some evidence that Baby Boomers display greater compliance-related behaviours. However, the effect size for all the relationships were small, meaning that in contrast to popular stereotypes generational placement had a much weaker, and thus, not as strong as suggested by popular stereotypes, effect in workplace behavior (Becton, Walker & Jones-Farmer, 2014).

Likewise, Parry and Urwin's (2010) examine popular perceptions of work differences between the Baby Boomer and Millennial generations and are unable to find the predicted differences. Additionally, they find that those who do, often fail to distinguish between generation and age as possible drivers of such observed differences. Furthermore, there are other issues such as the widespread use of cross-sectional research designs which bring forth methodological limitations when studying generational differences as opposed to age as a cohort, as well as a lack of consideration for context in nations, gender and ethnicity. Parry and Urwin (2010) suggest that taking into consideration the differences employees have in values and preferences due to age and other factors like gender is useful for managers to take into consideration however, there is not enough convincing evidence to use generational differences as another distinguishing factor. Their research suggests that across all generations and ages, employees display a willingness to work hard for their organisation, however, they place a lower priority on work and their employment is less connected to their perceived



notions of self-worth (Smola & Sutton, 2002). This last piece of literature interestingly brings up a notable point that perhaps Millennials are not the only generation with changing characteristics.

### **2.3 THE ORGANISATIONAL COMMITMENT MODEL**

This thesis has foundations in Meyer, Stanley and Parfyonova's (2012) research which introduces the perspective that commitment is viewed as a motivational construct, with the three-component theory of organisational commitment being integrated with theories of work motivation (e.g. Meyer & Maltin, 2010; Meyer & Parfyonova, 2010), and the self-determination theory (Deci & Ryan, 2000).

The most prominent theory of commitment is Meyer & Allen's (1991) three-component theory of organisational commitment. This theory recognises that the commitment that an employee feels towards their organisation reflects a varying arrangement of emotional attachment and involvement to the organisation (affective commitment), employee's assessment of the respective costs and benefits of remaining with or leaving the organisation (continuance commitment), and sense of obligation to remain with the organisation (normative commitment). This is otherwise known as desire, cost or obligation and combined these forms of commitment bind an individual to an organisation and decreases the likelihood of the individual leaving that organisation (Gellatly, Meyer & Luchak, 2006). Other literature suggests that the Ability – Motivation – Opportunity framework can better account for contextual and situational factors of employee commitment (Hughes, 2007). However, studies that use the three-component theory of organisational commitment with the the self-determination theory are more popular in recent literature due to the empirical consistency this model provides.

Using Meyer & Allen's (1991) three-component theory of organisational commitment shows that commitment can be made up of three mindsets, being desire, obligation, and cost (Meyer & Allen, 1991, 1997). Through this understanding of the three-component theory of organisational commitment, it can be summarized that high affective commitment scores indicate that employees stay at their organisation because they want to, high normative commitment scores indicate that employees stay at their organisation because they feel morally obliged to, and high continuance scores indicate that employees stay at their organisation because they must, or feel unable to leave (Meyer & Allen, 2004).

Research consistently shows that employees who want to stay (high affective commitment) tend to perform at a higher level than those who do not (low affective commitment). Employees who remain out of obligation (high normative commitment) also tend to out-perform those who feel no such obligation (low normative commitment), but the effect on performance is not as strong as that observed for desire. Finally, employees who have to stay primarily to avoid losing something of value (e.g., benefits, seniority) often have little incentive to do anything more than is required to retain their positions. So, not all commitments are alike (for summaries of the empirical evidence, see Allen & Meyer, 1996, 2000; Meyer et al., 2002).

In this thesis, commitment is measured using the shortened 9-item version of Meyer, Allen and Smith's (1993) scales used by Gellatly, Meyer & Luchak (2006) as opposed to the original employee commitment survey. This is because the original version of the three-component theory of organisational commitment employee commitment survey included eight items per component (Meyer & Allen, 2004). Additionally, there is a shift in questions for normative commitment with the original survey asking for information around the foundation for obligation towards the organisation, whereas the revised version focuses on the feeling of obligation (Meyer &

Allen, 2004). Taking this into consideration, it was determined that incorporating the original survey whilst using three other survey would have greatly increased the length of the overall survey and possibly increasing the likelihood of participants not answering the entire survey and so the revised version of the employee commitment survey is used for this thesis.

Luchak and Gellatly (2007) compared relations between affective and continuance commitment and turnover cognitions, absenteeism, and job performance. They found that their results support recent developments in research that identify different motivational mindsets associated with affective and continuance commitment (Meyer, Becker, & Vandenberghe, 2004). Similarly, Somers (2009)'s later study using a sample of hospital nurses, commitment profiles were compared to job withdrawal (i.e. turnover intentions and job search behaviour), work withdrawal (i.e. absenteeism and lateness), and job stress. From the five empirically-derived commitment profiles that surfaced, results indicated that the most positive work outcomes were associated with the affective–normative dominant profile which included lower turnover intentions. It was found that there were no differences among the commitment groups for lateness, and surprisingly, the continuance–normative dominant group had the lowest levels of absenteeism. Wasti (2005) found that work withdrawal is negatively associated with emotional attachment and sense of obligation that characterizes affective and normative commitment profiles and suggests that continuance commitment does not attenuate the combined influence of affective/normative commitment on work withdrawal. Somers (2010) argues that this extends to absenteeism so that the sense of moral obligation with normative commitment enhances the beneficial influence of high affective commitment levels on absenteeism.

While some studies omit normative commitment due to its similarity with affective commitment, a recent study by Meyer and Parfyonova (2010) has convincingly

argued that normative commitment has a dual nature and manifests itself differently depending on the strength of other components in an employee's commitment profile (i.e. Either as a moral duty or a sense of indebtedness), with each having different implications for work behaviour, and so the analysis will utilize all three commitment components.

Literature in the field of commitment is still in its early stages and there are many options for expanding this concept, like investigating fluctuations within each individuals' personal attributes and workplace behaviours (Becker, Ullrich & van Dick, 2013) or employee commitment to organisation-sponsored causes (Bingham et al., 2013). The past seven years of human resource development and human resource management research has focused on organisational citizenship behaviours, motivation, technology, psychological traits, work attitudes, and work values as generational issues (Amayah & Gedro, 2014). This research is as a result of common stereotypes of generational differences within the workplace and the challenges this poses for managers and organisations (Becton, Walker & Jones-Farmer, 2014). Despite numerous prolific studies on these topics, leading researchers are still indecisive on what effect the growing millennial workforce has within the workplace and whether generations even have distinct differences. For instance, Chaudhuri and Ghosh's (2012) study sought to address and find solutions for the two largest issues they found between generations in the workforce, which were keeping the Millennials committed and the Boomers engaged. However, other research has found that in contrast to common stereotypes, differences between generational cohorts in the workplace behaviour is not as strong as suggested by popular stereotypes (Becton, Walker & Jones-Farmer, 2014). A third finding is different still, with studies by Parry and Urwin (2010), and Murry, Toulson and Legg (2011) concluding that there are no differences what-so-ever, or that there are more similarities found between generations than differences.

Meyer, Allen & Smith (1993) tested the generalisability of the three-component theory of organisational commitment and found that occupational and organisational commitment contribute independently to the prediction of professional activity and work behaviour. There is a lot known about the implications of employee commitment for organisations, however, there needs to be more attention drawn to its ramifications for employees themselves due to research inconsistencies and unsystematic research. Consistently, research has positively linked affective commitment and employee well-being, and generally negatively linked continuance commitment and well-being, with little known surrounding normative commitment (Wasti, 2005; Meyer & Maltin, 2010). Meyer and Maltin (2010) suggest a theoretical framework based on an amalgamation of the three-component model of commitment (TCM) (Meyer & Allen, 1997) and self-determination theory of motivation (SDT) (Deci & Ryan, 2000) that will explain both the consistencies and inconsistencies, and to guide future research. Sheldon et al.'s (2001) study supports SDT which postulates that autonomy, competence, and relatedness are the most significant needs in event-related affect.

Literature on human resource management has emphasized a need for a clearer understanding on the crucial role of human resource management practices in establishing and maintaining workforce commitment (Iles, Mabey & Robertson, 1990). Early research has focused on the antecedents and determinants of commitment, and only recently has the three-component model of organisational commitment been used consistently to depict that an employee can experience the three-components concurrently (Wasti, 2005). Over two decades, theories of workplace commitment have become increasingly complex, and there has been an increase in the use of person-centered strategies (e.g., cluster analysis and latent profile analysis) to identify and compare commitment subgroups. This is due to research moving away from assuming

that samples are homogenous, meaning that findings can apply to employees in general (Meyer, Stanley & Vandenberg, 2013).

Empirical research in the field of organisational commitment consistently shows that commitment has a clear and significant impact on reducing turnover, and along with other factors such as the belief that committed workers work harder, makes research on employee commitment valuable for HR managers (Meyer & Allen, 2004).

Researchers have argued for research on examining a more direct relationship between human resource management practices and organisational commitment, such as offering broad-based incentives as a best practice to increase commitment (Kroumova & Lazarova, 2009), or defining and measuring organisational commitment in the context of strategic human resource management (Swales, 2002). One study on small-to-medium enterprises identified that human resource management practices (i.e. organisational support, procedural justice, and the reputation of the organisation) can influence knowledge employees' commitment; while practices such as involvement in decision-making, skills management and degree of satisfaction with pay do not have any impact on commitment (Giauque, Resenterra & Siggen, 2010). Furthermore, one highly significant departure from studies of the separate forms of employee commitment is Gellatly et al.'s (2009) investigation on how employee perceptions of development, stability and reward oriented human resource management practices affected the likelihood of affective and continuance commitment profile membership. Gellatly et al.'s (2009) study suggests significant practical applications for shaping overall employee commitment in organisations by using human resource management practices strategically.

A major limitation of the leading studies examining combined employee commitment has been the focus on using many or all hospital or health care employees (Meyer, Allen & Smith, 1993; Lee & Allen, 2002; Gellatly et al., 2006; Somers, 2009;

Somers, 2010; Meyer et al., 2012). Somers' (2009) study identified that in hospitals absences by nurses put pressure on nursing staff, and thus affect continuity of care so that high level of voluntary absences can be interpreted as poor citizenship behaviour. It is unclear if Meyer et al., (2012) considered this effect within their study which could have influenced their finding, specifically anything pertaining to organisational citizenship behaviour. While it is apparent how valuable understanding employee commitment in hospital and health care organisations are, comprehensive conclusions are being made by these researchers. It is important that these conclusions can be confidently generalised, as opposed to stating that these findings should be strictly limited to one setting. Thus, this thesis will aim to seek clarity on the generalisability of their data by conducting research that does not solely use health care professionals, and its conclusions aim to either support Meyer et al's (2012) seminal research, or provide critical thought on the limitation of commitment profile generalisability. This research indicated that only a low proportion of peer-report forms could be matched with relevant self-report surveys therefore this thesis will not include peer-reviewed forms for data convenience, and instead rely on self-reports.

Another currently missed opportunity in literature is using the literature to identify behaviours of young people in the workforce. Two young generational cohorts are soon to be crucial members the workplace as Millennials are predicted to become a majority in the workplace, yet there are still many questions on what this cohort wants out of a workplace to make them stay amongst fears of "job-hopping" (Smola & Sutton, 2002; Chaudhuri & Ghosh, 2011; Ferri-Reed, 2014). Studying organisational commitment gives great insights into the motivations behind staying at their workplace and this can also be linked with various factors to further this understanding.

Although the validation evidence that has accumulated in the last decade has greatly contributed to our understanding of organizational commitment, many research gaps

remain. One issue that has been neglected is the coexistence of the commitment components or forms and its implications. Previous research has been largely variable-centered, looking at the antecedents and outcomes of each commitment form separately through correlational or regression analysis. This type of analysis fails to recognize the fact that employees endorse varying levels of affective, continuance and normative commitment concurrently.

This research aims to contribute a relevant and more holistic argument with predicting Meyer and Herscovitch's (2001) focal (staying intentions) and discretionary (citizenship) behaviour in young employees entering the workforce. This will be done through hypotheses based on established motivation theory (Meyer et al., 2012), behavioural measures of two widely studied work outcomes (job performance and employee well-being, respectively) in commitment research (Somers, 2010), and perceived management trustworthiness which has been found to be significant in the formation of commitment profiles (Kam et al., 2016).

Research on commitment profiles has previously undervalued identifying factors involved in the formation of, or change in, commitment profiles (Gellatly et al., 2009; Kam et al., 2016). More commonly has the focus been on work outcomes, particular well-being and job performance for workers in the medical sector. This means that there are many areas in commitment profile literature, such as other industries and demographics of workers, that are not yet fully erudite. To follow on from this, much has been identified about commitment profiles for employees as a holistic group, yet there is a gap in literature for investigating the younger cohort of workers as a group of interest. Within this thesis, this cohort encompasses young individuals born in 1979 and later, labelled as "Millenials" and "Generation Z" (Chaudhuri & Ghosh, 2011; Tulgan, 2013), and are in full-time employment working in New Zealand.



## **2.4 TURNOVER INTENTIONS, WELL-BEING, AND PERCEIVED MANAGERIAL TRUSTWORTHINESS**

This present research uses four measures to achieve the aim of this thesis which is to identify and define the type of organisational commitment profiles found in young employees. The first measure is the measure of organisational commitment which identifies the commitment profiles of the participants.

The second measure is turnover intentions which gives a very well-defined idea of whether the respondent has intentions to leave or stay at the organisation. Affective, continuance and normative commitment all relate negatively to job-related outcomes such as turnover and withdrawal behaviours, however for most other job-related outcomes, the implications for correlations differ (Meyer et al., 2002; Somers, 2010).

Work outcomes and constructs are analysed alongside the commitment profiles discovered in order to give a further understanding and context on what behaviours drive Millennials and Generation Z to continue employment at their current workplace. Well-being, perceived managerial trustworthiness, and turnover intentions are the constructs used within this thesis. This combination of constructs is so far unique within commitment profile, and they are used due to the relevancy each profile has on the sample demographic used for this thesis.

Millennials and Generation Z are alleged to be bringing new skillsets and ways of working to the workforce (Smola & Sutton, 2002). They are born during the rise of technology and rapid globalization, which results in these two generations being particularly influenced by technology, multiculturalism, and ethnic diversity in the workplace (Beau, Novicevic, & Sigerstad, 2001; Smola & Sutton, 2002; Buckley, Chaudhuri & Ghosh, 2012). From these influences, research suggests that Millennials in the workforce are characterized by being multi-taskers, knowledgeable about using technology, and desire constant feedback and communication (Myers & Sadaghiani,

2010). Generation Z are described as being more risk-adverse than Millennials and have values being compassionate, open minded, competitive, adventurous, and spontaneous (Seemiller & Grace, 2016).

There is evidence to suggest that Millennials and Generation Z share work preferences as having continual feedback, ability to communicate between all members of the organisation, a dislike for organisations with a vertical hierarchal structure, empathetic, and having a strong desire for a work-life balance due to the increased ability to communicate with their peers and knowing how their organisation treat them (Buckley et al., 2001; Smola & Sutton, 2002; Kam et al., 2016; Seemiller & Grace, 2016). From these values that both generations share, two variables were chosen to give further insight into the behaviour profiles found in young workers. These variables predicted to have strong relationships with the profile groups of young employees are perceived managerial trustworthiness and psychological well-being at work.

Perceived managerial trustworthiness refers to how much a worker views their top management as being trusted. The scale for trustworthiness comes from Mayer et al. (1995), which establishes that three characteristics make up a perception of trustworthiness in another individual. In this case, assessing a manager's trustworthiness examines the concern the manager has for their employee's well-being (benevolence), competence in relevant settings (ability), and the observance of the manager's moral and ethical principles (integrity) (Mayer et al., 1995). While trust and trustworthiness are closely connected, alike to previous research, this thesis employed the term trustworthiness, and Mayer et al.'s (1995) trustworthiness scale over trust so that the findings are more able to be directly linked due to the clearer characteristics of trustworthiness (Salamon & Robinson, 2008; Kam et al., 2016).

Using the perceived managerial trustworthiness scale also brings forth an opportunity to support or show evidence against one of the commitment types in the

three-component theory of organisational commitment. There is insufficient research thus far to claim the primary determinants of normative commitment, however there are arguments for normative commitment to be primarily determined by the organisation's investment in the employee as well as early socialization experiences. Using predictive managerial trustworthiness allows this thesis to expand upon the uncertainty of normative commitment and will show evidence for the arguments supporting or opposing the usefulness of this commitment type. Normative commitment is suggested to be predictive of desirable job outcomes and behaviours, however, less so than affective commitment (Meyer et al., 2002).

Researchers are currently especially concerned with the relationships between commitment and employee-related outcomes, such as well-being. Well-being at work is particularly popular within this area of study as the workforce shifts to accommodate work-life balances for employees. Some researchers argue that negative effects from job stressors are buffered by affective commitment and protect employee health and well-being (Reilly, 1994; Meyer et al., 2002; Kam et al., 2016) whereas other research suggests that negative effects from job-related stressor have a greater effect on commitment (Begley & Czajka, 1993).

Well-being at work is significant to examine in young generations as these employees are in their first year so have not had much time to build up a support network, and do not have much knowledge or experience to confront or overcome job stressors. Millennials and Generation Z highly value close relationships and making friends at work and so are particularly susceptible to influences on their well-being (Myers & Sadaghiani, 2010; Seemiller & Grace, 2016). Well-being at work is particularly important in this case because research strongly supports that low well-being has knock on effects in the personal life of the employee (Meyer et al., 2002).

The well-being scale at work used in this thesis splits up well-being at work as being made up of five dimensions. These dimensions are interpersonal fit at work, thriving at work, feelings of competency, perceived recognition at work, and desire for involvement at work (Dagenais-Desmarais & Savoie, 2012).

## **2.5 CONCLUSION**

A possible of eight commitment profiles in Meyer and Herscovitch's (2001) typology can emerge through the use of latent profile analyses, otherwise known as latent class analyses. This is done through the more recent methodology of using a latent profile analysis which is found to produce more accurate results and fit with the research design of this thesis (Gellatly, Cowden & Cummings, 2014). Subsequent analyses include one-way ANCOVAs followed by post-hoc comparisons follow, to test the thesis' hypotheses regarding profile differences and relationship between latent constructs, using separate analyses for each of the perceived management trustworthiness, well-being and turnover intentions scores. From these analyses this thesis aims to provide a better understanding of the motivational mechanisms that underlie commitment mindsets within young, full-time employees in New Zealand; and to provide a more holistic support for the understanding of how these commitment mindsets relate to outcomes of interests to all forms of organisations and their employees. Particular focus is on finding what types of commitment profiles Millennial's have, and the characteristics of these profiles; how trust in top management and psychological well-being at work affect the formation of these profiles; and lastly, how managers can retain employees by taking into account the characteristics of the commitment profiles found in this thesis.

This literature brings forth four research questions for this thesis. They are, what commitment profiles do Millennial's have, what are the characteristics of these profiles, how are trust in top management and psychological well-being at work related to these

profiles, and lastly, how can managers retain employees according to the characteristics of the commitment profiles found? This thesis hypothesizes that between 4 – 8 organisational commitment profiles will be found, and that they will vary in levels of commitment from highly committed to uncommitted to an organisation. Trust in management and well-being will have positive associations with fully-committed profile traits, and negative relationships with uncommitted profile traits. Trust in management and psychological well-being will also have a strong, positive relationship with Millennials' intention to stay at their organisation.

## CHAPTER 3: METHOD

### 3.1 OVERVIEW

This chapter introduces and describes the methods used in the research design, participants, measures, procedure and analytic analysis which are separated into five sections. Section 3.2 below illustrates the research designs used to obtain and analyse data from the sample population. Following this, section 3.3 introduces the sample population demographic, and section 3.4 presents the process and techniques carried out to target the desired population sample and how these individuals were able to take part in this thesis. Lastly, section 3.5 further describes the strategies taken to analyse the collected responses which occurred in a three-step process.

A cross-sectional survey was used to gain a sample demographic of young full-time workers whom are within their first year of full-time employment in New Zealand. The survey was posted online using *Qualtrics*, an online survey endorsed for research use by Massey University. The survey was viewed by members of the public on various social media sites, through personal emails sent to managers, employees in graduate programmes, university students, and through word of mouth with website links sent through social media sites. Young workers were asked to answer a series of questions and approximate time for survey completion was given. When publicising the survey, a brief description of the researcher's aim of the thesis was also given. The questions asked were about the employee's commitment to their current organisation, their perceived trust in top management at their organisation, their well-being when at work, and intentions to stay or leave the organisation. Due to the method used for analysing results, fully completed surveys were required.

Over the course of 2 months the survey received a total of 173 responses, and of these responses, 125 were completed surveys, giving a complete response rate of 72.3 per

cent. These responses were subjected to a latent profile analysis to determine the number of profile groups, as well as the types of commitment profiles. The profiles discovered were interpreted and labeled based on the pattern of component means across the profile groups. Then, the relationships between the commitment profiles, and perceived managerial trustworthiness, well-being at work, and intention to stay were identified through a one-way analysis of covariance. Following this were post hoc comparisons using the profile groups as the independent variable. These stages of analysis are covered in more detail in the following sections.

### **3.2 RESEARCH DESIGN OVERVIEW**

The aim of this thesis is to advance commitment profile research in the emerging research field on Millennial and Generation Z workers. This is done through a focus on young full-time workers aged less than thirty years whom are entering the workforce for the first time. A cross-sectional design is utilised in this thesis through the use of an online self-report survey that includes items from the 4 scales of organisational commitment, perceived managerial trustworthiness, psychological well-being at work, and turnover intentions. There is certain consideration of the formation of commitment profiles to an organisation and the work attitudes and values associated with these profiles. Additionally, this thesis examines how trust in management and workplace well-being affect the commitment profiles of young workers and their intentions to continue employment at their organization. With this aim, four research questions are formed and they are, what commitment profiles do Millennials have, what are the characteristics of these profiles, how are trust in top management and psychological well-being at work related to these profiles, and lastly, how can managers retain employees according to the characteristics of the commitment profiles found.

There are three possible ways of answering these questions, by using a qualitative approach, a quantitative approach or by using a mixture of both approaches. Quantitative methods seek to employ measurements to gain behavioural data, whereas qualitative methods collect words and use a rich dataset to gain meaning of actions (Bryman & Bell, 2015). Qualitative and quantitative methods are similar in the fact that both aim to reduce the massive amount of data collected, with the methods and outcomes of reduction differing. In quantitative methods data reduction is done through data analysis which often results in means or frequency tables, whereas qualitative methods aim to develop concepts from their rich data forms (Bryman & Bell, 2015). Both methods are used to uncover variation in their data set and seek to address the factors related to this variation, with the differences in this case being what type of variation is being looked at. Another important similarity is that both methods seek to limit and reduce the likelihood of error, either through ensuring good fit of concepts or that questions asked relate to what is measured, as well as how the research instrument is carried out (Bryman & Bell, 2015). Both methods are viable options for addressing variation in organisational commitment, and so it is the nature of the variation observed for this thesis that determines which approach is more suited and appropriate to use.

By using a cross-sectional research design, qualitative, quantitative, or mixed methods approaches still could have been used to answer appropriately worded research questions. For example, a qualitative approach for the chosen cross-sectional research design involves qualitative interviews or focus groups at a specific one time, whereas a quantitative approach is generally carried out through social surveys or a specific one-time controlled observation (Bryman & Bell, 2015).

The approach this thesis took is to examine responses to four different questionnaires and then use these responses to cluster, or group, the respondents into similar answers. For the questionnaires used, these answers correlate to multiple



mindsets about the worker's organisation, well-being, how they perceive their management to be trustworthy, and their intention to leave or stay at their organisation. Overall, it is intended that this survey generates a somewhat overview of younger worker's intent to remain at their organisation along with why they have that intention. The questionnaires used in this thesis all generate numbers to record the participants' responses, and as such it is appropriate that a quantitative approach is used for examining this data. A qualitative approach could have been used to record participant's responses, however that would have resulted in a much smaller data-set. As most literature on commitment profiles use of Meyer, Allen and Smith's (1993) Organisational Commitment scales, this thesis had the option of being fully quantitative or to use a mixed methods approach.

Furthermore, within qualitative or quantitative approaches, a variety of research designs can be used, such as experimental, cross-sectional, longitudinal, case study or comparative. This present thesis uses a cross-sectional research design due to the nature of the data anticipated to be collected, and the desire for the data to be collected at a singular point of time with the aim to examine the relationships of the data with more than two variables. Within commitment profile research a cross-sectional design is most commonly used for consistency in furthering earlier research, which is also the aim of this thesis. Other methods are used within commitment profile literature, such as in Kam et al.'s (2016) longitudinal study on the effect that huge change has on employees' commitment to their organisation. In this study, Kam et al. (2016) examines the change involved in large turnover and identifies factors in mitigating negative effects to worker's organisational commitment. As of yet, there is very little organisational commitment literature that uses a mixed method approach due to the amount of numerical data needed to form commitment profiles using cluster methodologies.

To analyse the survey responses a latent profile analysis technique is used to best group the data and respondents. Latent profile analysis uses latent continuous variables to identify clusters of individual employees with similar patterns of scores on the three commitment measures and is ideal for this thesis because of the continuous and quantitative nature of the data gathered, as well as the desired output of profile groups from the data (Vermunt & Magidson, 2013). The benefits of using latent profile analysis are that it allows the data to be interpreted as well as labeled from the patterns of means across each profile group. These patterns are looked at in forms of clusters, of which the number of clusters can be described and labelled according to commitment profile literature. One such research was a study by Gellatly, Cowden and Cummings (2016) which uses latent profile analysis to great effect when quantitatively analyzing profiles of nurses' commitment. Latent profile analysis is similar to the more commonly known latent class analysis, with the main difference between the two being that the latent profile analysis uses continuous variables, whereas a latent class analysis uses categorical data. The data gathered for this thesis is ordinal and continuous, and so in this case a latent profile analysis is the appropriate choice for data analysis.

### **3.3 PARTICIPANTS**

This thesis required respondents who are within their first year of full-time employment within New Zealand, and they must be aged 30 years and younger. This cohort of workers are otherwise be labelled as Millennial workers whom have just begun their full-time working careers and are within a year of joining the workforce. The survey was administered for 2 months and received a total of 173 responses ( $M_{age} = 23.09$ ,  $SD = 2.69$ ; 74.6% female). Of the total responses, 125 (72.3%) were completed surveys. This population sample was made up of persons born in 1979 or later and who are in their first year of full-time employment in New Zealand. Table 1 below displays the demographic information of the respondents. The survey was distributed through social media

platforms, organisational graduate programmes, and by email. Participation in the survey was entirely anonymous and voluntary. Participants were given one week to complete the survey, and reminders were made 6 days after each survey distribution to the corresponding online post or by email. Ethics approval was sought from Massey University Human Ethics Committee and was deemed Low Risk by peer review through Massey University's Research Information Management System (See appendix A).

Table 1.

## Demographic information of participants

Demographic	<i>N</i>	Percentage (%)
Gender	-	-
Female	95	76
Male	30	24
Age	-	-
18 – 20	14	11.2
21 – 25	86	68.8
26 - 30	25	20
Race/Ethnicity	-	-
Asian	7	5.6
Chinese	2	1.6
European	7	5.6
Hispanic	2	1.6
Indian	3	2.4
Maori	9	7.2
New Zealand European	102	81.6
Pacific Islander	3	2.4
Other	3	2.4
Highest Level of Education	-	-
Less Than High School	1	.8
High School	8	6.4
Some University	23	18.4
Undergraduate Diploma	1	.8
Undergraduate Degree	54	43.2
Honours Degree	21	16.8
Postgraduate Diploma	8	6.4
Postgraduate Degree	1	.8
Masters Degree	7	5.6
Doctoral Degree	1	.8

*Note:*  $N = 125$ . Age range begins at 18 years as this is the youngest age of participants.

## 3.4 MEASURES

### *3.4.1 Organisational commitment*

Commitment is measured using the shortened 9-item version of Meyer, Allen and Smith's (1993) scales used by Gellatly, Meyer & Luchak (2006). Each of affective (AC), continuance (CC) and normative (NC) commitment were measured with three items on a 7-point Likert scale ranging from 1 – “strongly disagree” to 7 – “strongly agree”. Examples of items for these forms of commitment are: “I feel a strong sense of “belonging” to this organisation” (AC); “I feel that I have too few options to consider leaving this organisation” (CC); and, “This organisation deserves my loyalty” (NC).

### *3.4.2 Perceived managerial trustworthiness scale*

Trust in top management is measured using shortened versions of Mayer et al., (1995)'s measures for competence, integrity, and benevolence. Ability was measured using four items (e.g. “I feel very confident about top management's skills”), benevolence used four items (e.g. “Top management really looks out for what is important to me”), and integrity was made up of five items (e.g. “Top management tries hard to be fair in dealings with others”). Responses were measured using a 5-point Likert scale ranging from 1 – “strongly disagree” to 5 – “strongly agree”.

### *3.4.3 Psychological well-being at work scale*

Psychological well-being at the workplace context was measured using Dagenais-Desmarais and Savoie's (2012) five dimension scale, with the dimensions being made up of interpersonal fit at work (e.g. “I enjoy working with the people at my job”), thriving at work (e.g. “I have a great sense of fulfilment at work”), feelings of competency (e.g. “I feel that I know what to do in my job”), perceived recognition at work (e.g. “I feel that my work efforts are appreciated”), and desire for involvement at

work (e.g. “I like to take on challenges in my work”). Items were measured using a 5-point Likert scale ranging from 1 – “strongly disagree” to 5 - “strongly agree”.

#### ***3.4.4 Turnover intentions***

This thesis measured staying intention with four items from Abram’s (1992) shortened scale of turnover: “In the next few years I intend to leave this company”, “In the next few years I expect to leave this company”; “I think about leaving this company”, “I’d like to work in this company until I reach retirement age”. Responses were measured using a 5-point Likert scale ranging from 1 – “strongly disagree” to 5 - “strongly agree”. High scores indicate greater likelihood of leaving.

### **3.5 PROCEDURE**

This thesis aimed to reach participants whom met certain criteria: 1) they were within their first year of working; 2) the employment was full-time; 3) they were aged 30 years and younger, 4) they were working in New Zealand. This subset of workers was to obtain a sample of Millennial workers whom were just starting out in their careers and had recently or were within a year of joining the workforce. The sample population was obtained through volunteers all over New Zealand and was sent out through varying social media websites (i.e. Facebook, LinkedIn, ResearchGate, and Reddit) or through invitations via e-mail.

Social media sites were used to inform potential participants of the thesis being done via posts on Facebook groups that varied from university groups, area groups and groups specifically for studies wanting participants, posts on the researcher’s personal Linked In, posts on ResearchGate, and posts on Reddit. A post is where an informative paragraph is displayed on a website’s forum to enlist viewers to read what is said. On

the post, volunteers were able to click a link to anonymously complete the online survey through the Qualtrics website.

The survey began with an information page (see Appendix B: Information Page) detailing who the researcher and supervisors are, what the thesis is about and its intentions. In order to proceed to the survey questions, participants had to answer 'yes' or 'no' to the question "I have read and understood the above consent form and desire of my own free will to participate in this study". Participants whom answered 'yes' to this were then able to proceed to the questions while those whom answered 'no' were advanced to the end of the survey. This self-report survey contained items from the measures of organisational commitment, perceived management trustworthiness, psychological well-being at work, and intention to leave the organisation (See Appendix C: Survey). All scales included items that were reverse keyed so that inconsistent or random answering could be identified. The amount of completed responses for the survey was determined to need a minimum of 100 responses to be a representative sample for Millennials. Completed responses was determined that it would need at least 60 per cent or above according to Mangion's (1995) response rate classification to gain an acceptable rate of responses.

### **3.6 ANALYTIC STRATEGY**

The data from 125 workers in New Zealand were subjected to the following analyses. Missingness of data was examined, and then descriptive statistics and Spearman's rho correlations among the variables used in the latent profile analysis (LPA) were calculated using SPSS. Then a LPA was performed to identify the number of distinct profile groups within the sample of workers using Latent Gold version 5.1 (Vermunt & Magidson, 2013). Latent Gold is an analytical software program that

specializes in latent class and finite mixture programming (Vermunt & Magidson, 2013). This program has an easy to view and use interface and is similar to other programs capable of conducting latent class and profile analyses such as *R*, *Mplus* and *PanMark*.

LPA uses latent continuous variables to identify clusters of individual employees with similar patterns of scores on the three commitment measures and is ideal for this thesis because of the continuous and quantitative nature of the data gathered, as well as the desired output of profile groups from the data (Vermunt & Magidson, 2013). In Latent Gold version 5.1, a LPA is run by opening the data set within the program and running a cluster analysis with the three individual measures of commitment (affective, continuance, and normative) set as continuous variables. The number of expected profiles can be indicated when running the analysis (i.e. 1 – 8) which will produce 8 distinct models, commencing with a model consisting of 1 commitment profile, to a model consisting of 8 commitment profiles. These models contain information such as indicating the number of individuals within each profile group, the means for the three commitment measures within each profile group, and visual plots of each profile on varying graphs. ‘*Step 3*’ can be run on any model to see the profile placement of each individual within the data set for use in further data analysis. A LPA has five fit indices that are used to identify the best number of profiles within the dataset. This is done by submitting the output of the LPA to a boot-strapped likelihood ratio test (labelled as Bootstrap -2LL Diff in Latent Gold version 5.1) which produces the five fit indices.

The number of profiles estimated for this thesis determined through leading empirical literature on commitment profiles. Meyer and Herscovitch (2001) proposed eight theoretically distinct profiles and like studies done before, this is the framework used to determine the upper limit for the number of profile groups (Cowden & Cummings, 2014; Kam et al., 2016; Gellatly). Two to eight profiles were estimated with



the labels for the possible eight commitment profiles to be found dictated by empirical literature. These labels are: 1) Highly committed; 2) Affective dominant; 3) Continuance dominant; 4) Normative-dominant; 5) Affective-continuance dominant; 6) Affective-normative dominant; 7) Continuance-normative dominant; and 7) Uncommitted.

The number of latent profiles is established by examining five fit indices for each model: 1) the Bayesian information criterion (BIC; Schwarz, 1978); 2) the sample size adjusted BIC (ABIC; Sclove, 1987); 3) the consistent Akaike information criterion (CAIC; Bozdogman, 1987); 4) the sample-size adjusted BIC (SABIC, Sclove, 1987); and 5) the boot-strapped likelihood ratio test (BLRT; McLachlan & Peel, 2000). The lowest value of these fit indices is indicative of the best fitting model. True accuracy of the indicators is suggested to vary in simulation studies, with BIC and CAIC scores showing a trend to be more conservative and generally underestimate the true number of profiles, ABIC tending to be a more liberal index and generally overestimate the true number of profiles, and SABIC being considered the most accurate information criterion test (McLachlan & Peel, 2000; Henson, Reise & Kim, 2007). The optimal model should show the lowest BIC, ABIC, CAIC, SABIC and BLRT values (with consideration to the limitations made above) alongside having a significant BLRT  $p$ -value. In addition, all profiles groups should not contain a small number of individuals (less than 5% of the total number of individuals) and display a high probability that individuals actually belong to the profile to which they were assigned and a low probability of belonging to other profiles (Hipp & Bauer, 2006). Lastly, the optimal model should be consistent with theory and previous research (e.g. Meyer et al., 2012; Gellatly, Cowden & Cummings, 2014; Morin et al., 2015; Kam et al., 2016).

The profiles identified during the latent profile analysis were interpreted and labeled based on the pattern of component means across the profile groups. Thesis hypotheses were tested using a variable-centred strategy. One-way analyses of variance

were conducted to determine the uniqueness of the four profiles identified using the person-centred LPA analysis. For this analysis, profile membership was used as the independent variable and measures of affective, normative, and continuance commitment as the dependent variables, and these results were then used to assist in labeling the profile groups. Then association between profiles and perceived managerial trustworthiness, well-being at work, and intention to stay were conducted using one-way analysis of covariance (ANCOVA), controlling for gender, age, work history and education. This was followed by post hoc comparisons using the profile groups as the independent variable.

## CHAPTER 4: RESULTS

### 4.1 OVERVIEW

Validity of the four scales used were examined to ensure the results could be appropriately talked about and verified. This is important because it identifies if the scales or items are measuring a different factor all together. Within this present survey, all scales were identified to have strong validity. Within the shortened 9-item version of Meyer, Allen and Smith's (1993) scales used by Gellatly, Meyer & Luchak (2006), validity for each measure for affective ( $\alpha = .8$ ), continuance ( $\alpha = .72$ ), and normative commitment ( $\alpha = .85$ ) was strong. Trust in top management was measured using shortened versions of Mayer et al., (1995)'s measures for competence, integrity, and benevolence ( $\alpha = .91$ ,  $.86$ , and  $.89$  respectively) and all items were strong. Dagenais-Desmarais and Savoie's (2012) five-dimension scale had strong validity, with interpersonal fit at work ( $\alpha = .86$ ), thriving at work ( $\alpha = .9$ ), feelings of competency ( $\alpha = .81$ ), perceived recognition at work ( $\alpha = .83$ ), and desire for involvement at work ( $\alpha = .76$ ) being accepted. Lastly, Abram's (1992) shortened scale of turnover ( $\alpha = .84$ ) also passed with strong validity.

### 4.2 DESCRIPTIVE STATISTICS

Means, standard deviations and correlations among the variables and measures are displayed in Table 2 below. Correlation coefficients among the three commitment types (AC, CC & NC) were all positive, however there was no significant relationship found between continuance and normative commitment. This result has been observed before in literature (Meyer et al., 2002; Gellatly et al., 2009). Likewise, consistent with what has been found in literature the strongest relationship was found between affective and normative commitment, and the second strongest was found between affective and

continuance commitment (Meyer et al., 2002; Kam et al., 2016). All three commitment types were correlated with the measures of perceived managerial trustworthiness and well-being at work, with affective and normative commitment having moderate, positive relationships and continuance commitment having weak negative relationships.

Turnover intentions were significantly negative related to affective and normative commitment, as well as perceived managerial trustworthiness and well-being at work.

Table 2.  
Descriptive Statistics and Correlations

Variables	Gender	Age	Education	Industry	Work History	AC	CC	NC	TRUST	WELLBEING	TURNOVERINT
Gender	1	.08	.01	-.03	-.04	-.09	.10	.06	-.11	-.18*	.06
Age	.08	1	.33**	-.15	.25**	-.08	.22*	-.06	-.10	.01	.13
Education	.01	.33**	1	-.16	-.26**	.05	-.04	.16	.11	.06	-.02
Industry	-.03	-.15	-.16	1	.13	-.13	-.03	-.05	-.02	-.08	.14
Work History	-.04	.25**	-.26**	.13	1	-.27**	.23**	-.37**	-.39**	-.21*	.35**
AC	-.09	-.08	.05	-.13	-.27**	1	-.21*	.55**	.53**	.66**	-.61**
CC	.10	.22*	-.04	-.03	.23**	-.21*	1	.05	-.18*	-.26**	.13
NC	.06	-.06	.16	-.05	-.37**	.55**	.05	1	.52**	.41**	-.48**
TRUST	-.11	-.10	.11	-.02	-.39**	.53**	-.18*	.52**	1	.47**	-.37**
WELLBEING	-.18*	.01	.06	-.08	-.21*	.66**	-.26**	.41**	.47**	1	-.43**
TURNOVERINT	.06	.13	-.02	.14	.35**	-.61**	.13	-.48**	-.37**	-.43**	1
M	1.76	23.15	4.98	14.3	9.38	4.14	3.87	4.21	3.23	3.86	3.95
SD	0.43	2.71	1.75	5.91	4.1	1.22	1.21	1.4	0.9	0.53	0.91

Note: N = 125. \* = Correlation is significant at the 0.05 level. \*\* = Correlation is significant at the 0.01 level. 1 = Male. TRUST = Perceived Managerial Trustworthiness; WELLBEING = Well-Being at Work; and TURNOVERINT = Turnover Intentions.

### 4.3 MISSING DATA

With regards to the overall data obtained, a small level of systematic missing data on the survey measures were observed, with 125 fully complete responses that fit within the research's scope of participants' age and length of time they have worked at an organisation (72.3%). Systematic missing data was noticeable in participants not completing or viewing the next set of survey questions after reaching the end of a page (in total there were 7 pages). The survey tool Qualtrics makes this easy to identify by indicating that a respondent has quit the survey before viewing the entirety of questions by stating "*This question was not displayed to the respondent*" for questions the respondent did not load onto their webpage. There was only one instance of missing data on one entire scale in the middle of the survey but with answers on the rest of the survey. Missing data was evident in 18.5% respondents for the three commitment measures, 24.9% for the perceived managerial trustworthiness, 26.6% for the well-being at work, and 27.2% for the staying intentions. To preserve data for respondents with a low level (less than 2 items per scale; 3 respondents) of nonsystematic missing values, these items responses were replaced with means from the corresponding scale (Gellatly, Cowden & Cummings, 2015).

### 4.4 LATENT PROFILE ANALYSIS

Latent profile analysis models were used to determine latent profiles of employees based on their organisational commitment levels. A latent profile analysis allows the data to be interpreted and labeled from the patterns of means across each profile group. These analyses were performed using Latent Gold version 5.1 (Vermunt & Magidson, 2013). The number of clusters specified for this thesis' analysis was guided by Somer's (2010) and Meyer et al.'s (2012) influential research on commitment profiles and has the aim to

produce Meyer and Herscovitch's (2001) eight-cell typology of commitment profiles. These eight commitment profiles have been labelled as: 1) Highly committed; 2) Affective dominant; 3) Continuance dominant; 4) Normative-dominant; 5) Affective-continuance dominant; 6) Affective-normative dominant; 7) Continuance-normative dominant; and, 7) Uncommitted.

Commitment profile literature has typically found around five of the possible eight *a priori* profiles proposed by Meyer and Herscovitch (2001), and so latent profile analysis models were initially estimated between 2 – 8 latent profiles, meaning that seven different profile models were compared (Kam et al., 2016). Table 3 displays the possible profile groups and number of persons expected to be a member of that group, according to the number of profiles dictated.

Table 4 shows the BIC and CAIC values increasing from the 2-profile model, and decreasing AIC and SABIC values as the number of profile groups increased. With consideration to BIC and CAIC's conservative tendencies the AIC and SABIC must be looked at before determining the best fit of profiles. The 2-profile model had the lowest BIC and CAIC values, however, also had the highest BLRT value (59.9,  $p < 0.05$ ). The 6-profile model had the lowest AIC, SABIC and BLRT value (6.8), however the BLRT was not significant ( $p = 0.18$ ). This research has room to be more conservative from the liberal indices of the AIC, and so the next highest profile with a significant BLRT is the 4-profile model (25.2,  $p < 0.05$ ).

The 4-profile model shows reasonably distinct profiles with an entropy value of .78 and overall the number of profiles is consistent with findings from previous theory and research (McLachlan & Peel, 2000; Henson, Reise & Kim, 2007). The 3-profile model could have been chosen too due to its low BIC and CAIC scores and with a lower BLRT value than the 4-profile model. However, it has a lower entropy rating and has higher AIC and SABIC scores than the 4-profile model. It is felt that the 4-profile model is the

better fit because of its lower SABIC score which research has deemed to be very reliable in estimating the accurate profile (McLachlan & Peel, 2000; Yang, 2006; Henson, Reise & Kim, 2007). From these observations, the 4-profile model is selected as the best fit for the true number of profiles.

Table 3.

## Profile Membership across Models

Model	Profile Groups							
	1	2	3	4	5	6	7	8
2	95	30						
3	51	48	26					
4	46	40	32	7				
5	44	33	24	14	10			
6	36	28	25	22	8	6		
7	33	29	22	19	9	7	6	
8	36	16	17	17	15	9	9	6

*Note:* For each model, the number of workers within each profile group are indicated



TABLE 4:

Information criterion statistics used to identify the model fit for determining the number of profiles.

Model	LL	BIC	AIC	CAIC	SABIC	Entropy	BLRT	<i>p</i> -value
2-Profile	-591.14	1245.04	1208.27	1258.04	1203.93	0.73	59.9*	< 0.01
3-Profile	-580.31	1257.19	1200.62	1277.19	1193.95	0.75	21.6*	< 0.05
4-Profile	-567.69	1265.75	1189.38	1292.75	1180.37	0.78	25.2*	< 0.01
5-Profile	-559.95	1284.06	1187.89	1318.06	1176.54	0.78	15.5	0.17
6-Profile	-552.12	1302.20	1186.24	1343.20	1172.55	0.76	15.7	0.16
7-Profile	-548.92	1329.61	1193.85	1377.61	1177.82	0.76	6.4	0.8
8-Profile	-540.87	1347.30	1191.74	1402.30	1173.38	0.77	16.1	0.12

*Note:* LL = Log-likelihood; BIC = Bayesian Information Criterion; CAIC = Consistent Akaike Information Criterion; AIC = sample size adjusted BIC; SABIC = standardised adjusted BIC; Lower BIC, AIC, CAIC, and SABIC values indicate better model fit. Entropy is a measure of classification accuracy, with high values indicating better accuracy. BLRT = bootstrapped likelihood ratio test. \* $p < .05$ .

## 4.5 INTERPRETING THE PROFILES

A one-way ANCOVA showed significant profile differences for affective commitment,  $F(3, 124) = 51.52, p < .001$ , continuance commitment,  $F(3, 124) = 22.74, p < .001$ , and normative commitment,  $F(3, 124) = 79, p < .001$ . Table 5 below displays the means and standard deviations for affective, continuance and normative commitment for each of the four profile groups. The profile groups have labels which are also presented in Figure 1. The profile group labels are identified through reports in empirical literature with similar profile groups found. In this thesis, profile labels were identified from the findings in Meyer et al., (2002), Wasti's (2005), Parfyonova (2010), Meyer et al. (2012), Gellatley, Cowden and Cummings (2014), and Kam et al.'s (2016) research.

Table 5:

## Means and Standard Deviations for Affective, Continuance, and Normative

## Commitment Within Each Profile Group

Commitment	Profile Group	<i>N</i>	<i>M</i>	<i>SD</i>	<i>DF</i>	<i>F</i>	<i>p</i> -value	Post Hoc Comparisons
Affective	1. High Ac/NC-Dominant	47	5	.86	3, 124	51.52	<.001	(3, 1) > 2 > 1
	2. CC-Dominant	40	3.33	.92				
	3. AC-Dominant	31	5.51	.61				
	4. Uncommitted	7	1.71	.6				
Continuance	1. High Ac/NC-Dominant	47	3.98	1.23	3, 124	22.74	<.001	(3, 4) > (4, 1) > (1, 2)
	2. CC-Dominant	40	4.69	.72				
	3. AC-Dominant	31	2.81	.89				
	4. Uncommitted	7	3.17	.69				
Normative	1. High Ac/NC-Dominant	47	5.51	.75	3, 124	79	<.001	4 > (2, 3) > 1
	2. CC-Dominant	40	3.43	.87				
	3. AC-Dominant	31	3.87	.92				
	4. Uncommitted	7	1.45	.49				

*Note:* Profile groups under post hoc comparisons detail the order of highest scores to the commitment type, and where there are significant differences between profile groups for the relevant commitment type. When there are two groups in parenthesis this means the relevant type of commitment is not significantly different between the two groups.

Figure 1 displays the profile labels and mean scores of the three forms of commitment ( $M = 0.0$ ,  $SD = 1.0$ ). The Millennials and Generation Zers within Profile 1 reported high scores on the measures of affective and normative commitment, and as such is labelled *High AC/NC-Dominant* ( $n = 46$ ). Profile 2 members reported a significantly higher score of continuance commitment against an absence of affective and normative commitment, thus this profile is labelled *CC-Dominant* ( $n = 40$ ). Workers located in Profile 3 reported significantly higher scores of affective commitment in relation to

normative and a negative continuance commitment score, demonstrating an emotional work commitment, and thus is labelled as *AC-Dominant* ( $n = 32$ ). Persons affiliated with Profile 4 demonstrated a complete absence and low scores for all commitment types and is labelled *Uncommitted* ( $n = 7$ ).

Figure 1.

Profile Labels and Mean Scores for Affective, Continuance, and Normative Commitment



*Note:* The profile groups identified are: Profile 1: High AC/NC-Dominant, Profile 2: CC-Dominant, Profile 3: AC-Dominant, and Profile 4: Low CC-Dominant or Uncommitted.

The third analysis tests this thesis's hypotheses by conducting a one-way ANCOVA to determine statistically significant differences between profile membership as the independent variable, on perceived managerial trustworthiness, psychological well-being at work, and turnover intention. Gender, age, work history (the length of time working at the organisation), and education were controlled for as covariates, and Table 6 below displays the results of the ANCOVA. Significant differences were found between profile membership and the measures of perceived managerial trustworthiness,  $F(3, 116) = 11.74, p < .001$ , psychological well-being at work,  $F(3, 116) = 12.97, p < .001$ , and turnover intention,  $F(3, 116) = 6.26, p < .001$ . Subsequent post hoc comparisons were conducted and found a consistent pattern of significant mean results.

Profile members with high affective commitment (i.e. *High AC/NC-Dominant*, and *AC-Dominant*) experienced the highest levels of perceived managerial trustworthiness, psychological well-being at work, and were less likely to have intentions to leave their organisation than young workers with stronger continuance commitment (i.e. *CC-Dominant* and *Uncommitted*).

*Uncommitted* profile members indicate that they significantly have the least trust in their top management, have the least psychological well-being at work, and are more likely to leave their organisation compared to the other three profiles. Individuals in the *CC-Dominant* group display similar experiences, however, this group tend to have more favourable outlooks on their trust in their top managers and are not as intending to leave their organisation and are similar to *Ac-Dominant*.

Table 6:

## Results of the Analysis of Covariance

Construct	Profile Group	<i>N</i>	<i>M</i>	<i>SD</i>	<i>DF</i>	<i>F</i>	<i>p</i> -value	Post Hoc Comparisons
Perceived Managerial Trustworthiness	1. High Ac/NC-Dominant	47	3.78	.67	3, 116	11.74	<.001	(3, 1) > (3, 2) > (2, 4)
	2. CC-Dominant	40	2.74	.73				
	3. AC-Dominant	31	3.24	.9				
	4. Uncommitted	7	2.37	.9				
Psychological Well-being at Work	1. High Ac/NC-Dominant	47	4.11	.41	3, 116	12.97	<.001	(3, 1) > (4, 2)
	2. CC-Dominant	40	3.59	.46				
	3. AC-Dominant	31	4	.51				
	4. Uncommitted	7	3.26	.55				
Turnover Intentions	1. High Ac/NC-Dominant	47	3.44	.92	3, 116	6.26	<.001	(2, 4) > (3, 2) > (1, 3)
	2. CC-Dominant	40	4.29	.71				
	3. AC-Dominant	31	3.9	.91				
	4. Uncommitted	7	4.96	.09				

*Note:* Profile groups listed under post hoc comparisons are in order of highest scores to the construct, and where there are significant differences between profile groups for the relevant construct type. When there are two groups in parenthesis this means the relevant type of construct is not significantly different between the two groups.

#### 4.6 TESTING THE THESIS' RESEARCH QUESTIONS:

Following empirical literatures' findings, it was hypothesized that trust in management and well-being will have a positive association with fully-committed profile traits, and a negative relationship with uncommitted profile traits. Trust in management and psychological well-being will also have a strong, positive relationship with young worker's intention to stay at their organisation.

Four organisational commitment profiles were discovered and are labelled as *High AC/NC-Dominant*, *CC-Dominant*, *AC-Dominant*, *Low CC-Dominant*. *High AC/NC-Dominant* can be otherwise labelled as morally committed due to the high levels of desire and obligation the profile members feel for to continue working at their organisation. *CC-Dominant* can also be referred to as trapped, due to its members feeling that there is a high cost if they leave their organisation. Emotionally committed is a more illuminating label for the *AC-Dominant* group, whose members feel high desire to remain working at their organisation. Lastly, the *Low CC-Dominant* group all significantly display low desire, cost, and obligation to remain working at their organisation and are thus labelled as uncommitted.

These results support the research's hypotheses that employees who perceive management to be trustworthy, have high well-being and do not desire to their organisation would be more likely to have a profile characterized by strong affective commitment. Also supported was the hypothesis that employees who see management as untrustworthy, have low well-being, and intend to leave their organisation are found to be uncommitted (waiting for an opportunity to leave), or CC-dominant (seeing no alternative but to stay). The last hypothesis was supported, which stated that employees who have low well-being at work but have higher intentions to leave the organisations will have high continuance commitment.

## CHAPTER 5: DISCUSSION

### 5.1 OVERVIEW

This chapter begins with an overview of the aim of this research and the results obtained in Chapter 4. Following this is a recap of the population sample; the literature behind organisational commitment; and, the links between commitment profiles and perceived managerial trustworthiness, psychological well-being at work, and turnover intentions. Section 5.2 then focusses on what these results suggest for organisational commitment found in younger workers; and what learnings can be made from the findings. Following this, section 5.3 proposes implications, applications, and recommendations from this thesis' findings. Then, section 5.4 details the limitations of this thesis and what techniques or approaches could have been employed to counter these limitation. Section 5.5 discusses the literature this thesis builds upon and suggests paths for future research following this thesis. Chapter 6 delivers the conclusion.

The aim of this research is to further current findings and literature in organisational commitment, with a focus on the commitment profiles of young employees. This research aims to develop insight on what drives Millennials and Generation Z to continue working at their current workplace, and what their commitment profiles mean for the retention of these young workers. This is done by determining the types of commitment profiles found in young workers using latent profile analysis. To gain useful and real-life understanding of the commitment profiles found, three latent constructs were examined alongside the profiles found. These constructs are an employee's perceived trustworthiness of their top manager, their psychological well-being at work, and their intention to leave their organisation. As of 2018, there is very little organisational commitment research on the profiles of these two



generations, and there is a significant gap in literature because of the impact Millennials in particular will have when becoming a majority of New Zealand's workforce (Smola & Sutton, 2002).

To address this gap, young workers were sought to answer the survey if they met certain criteria of being a Millennial or Generation Z working in New Zealand and recently beginning their careers. This thesis took a quantitative online cross-sectional research-design approach to answer the research questions. This thesis examines the types of young workers' commitment to their organisation by using a variable based, person-centric research design. A cross-sectional online survey was sent out to potential volunteers and received a 72.3 per cent complete response rate, with 125 completed responses. After these responses were labelled and coded on SPSS to ensure items that were reverse-coded were calculated correctly. A latent profile analysis was utilized to analyse the survey responses.

The most popular commitment profile theory is Meyer and Allen's (1991) model which postulates that organisational commitment is a multidimensional concept comprised of three psychological components. These components are distinct from each other and the theory proposes that each component is developed because of varying antecedents, and thus have varying implications for work-related behaviours (Meyer and Allen, 1990; 1991).

Commitment profile literature using this model has typically found around five of the possible eight *a priori* profiles proposed by Meyer and Herscovitch (2001), and 2-8 latent profiles were estimated for this thesis. Based on empirical data found in the literature, it was hypothesized that trust in management and well-being will have a positive association with fully-committed profile traits, and a negative relationship with uncommitted profile traits; and, that trust in management and psychological well-being

will also have a strong, positive relationship with young worker's intention to stay at their organisation.

Initial analytics indicated that correlation coefficients among the three commitment types were all positive, however, there was no significant relationship found between continuance and normative commitment. This result has been observed before in the literature and all other relationships are consistent with previous research (Meyer et al., 2002; Gellatly et al., 2009). The strongest relationship was found between affective and normative commitment, and the second strongest was found between affective and continuance commitment (Meyer et al., 2002; Kam et al., 2016). All three commitment types were correlated with the measures of perceived managerial trustworthiness and well-being at work, with affective and normative commitment having moderate, positive relationships and continuance commitment having weak negative relationships.

Four profiles were discovered within the sample and are labelled as High AC/NC-Dominant, CC-Dominant, AC-Dominant, Low CC-Dominant. These profile groups were then examined against literature and the labels further explained to represent groups whose feelings of working at their organisation could be explained as being Morally Committed, Trapped, Emotionally Committed, and Uncommitted, respectively.

Within Profile 1, the *High AC/NC-Dominant* ( $n = 46$ ) group, Millennials and Generation Z report high scores on the measures of affective and normative commitment. This implies that for these individuals, their sense of obligation and desire to work at their organisation is high.

The second profile is labelled as the *CC-Dominant* group ( $n = 40$ ). The members in this profile group report a significantly higher score of continuance commitment than affective and normative commitment. The mindset of the individuals within this profile group can otherwise be described as having very little or no desire and feeling of

obligation to work at their organisation, however, they feel like leaving the organisation would be too costly for any reason.

Members of the third profile reported significantly higher scores of affective commitment than their scores for normative and a negative continuance commitment score. This profile is labelled as *AC-Dominant* ( $n = 32$ ) and these individuals' organisational commitment can be characterised as demonstrating an emotional work commitment.

Persons located in the fourth profile are labelled as *Uncommitted* ( $n = 7$ ). These young workers demonstrate significantly low scores for all commitment types, meaning that they are not affected by desire, obligation or cost to work at their organisation. This implies that these people are not committed to their organisation at all and are psychologically able to separate at any time.

Following latent profile analysis, secondary analyses were undertaken by utilising multiple one-way ANCOVAs and post-hoc comparisons to identify the relationships between these profiles and intention to leave the organisation, perceived managerial trustworthiness, and well-being. Significant differences were found between profile membership and the measures of perceived managerial trustworthiness, psychological well-being at work, and turnover intention.

This analysis found that young workers with high affective commitment, i.e., *High AC/NC-Dominant*, and *AC-Dominant*) experienced the highest levels of perceived managerial trustworthiness, psychological well-being at work than young workers with stronger continuance commitment (i.e. *CC-Dominant* and *Uncommitted*). They were also less likely to intend to leave their current workplace. *CC-Dominant* members and *AC-Dominant* members also share similar trust in their top management and share similar intent to leave the organisation.

*Uncommitted* profile members indicate that they significantly have the least trust in their top management, have the least psychological well-being at work, and are more likely to leave their organisation compared to the other three profiles.

These results support the hypotheses formulated early in the research that employees who perceive management to be trustworthy, have high well-being, and do not desire to exit their organisation are more likely to have a profile characterized by strong affective commitment. Also supported was the hypothesis that employees who see management as untrustworthy, have low well-being, and intend to leave their organisation are found to be uncommitted (waiting for an opportunity to leave), or CC-dominant (seeing no alternative but to stay). The last hypothesis, which stated that young employees who have low well-being at work but have higher intentions to leave the organisations will have high continuance commitment, was supported.

These results support a model that young workers have the same behaviours in commitment profiles as found in the organisational commitment literature (Begley & Czajka, 1993; Meyer et al., 2002; Wasti, 2005; Parfyonova, 2010; Meyer et al., 2012; Gellatley, Cowden and Cummings, 2014; Kam et al., 2016). These results also suggest that Millennial and Generation Z employees are strongly affected by desire and cost to remain working in an organisation due to the prevalence affective and continuance commitment has within the four profiles, particularly in the *CC-Dominant*, *AC/NC-Dominant* and *Uncommitted* profile groups.

## **5.2 ORGANISATIONAL COMMITMENT OF YOUNG WORKERS**

This section seeks to holistically cover current and future Millennials and Generation Z in the workforce with an emphasis on the organisational commitment found in this thesis. Following, the effects these two generations have and are expected to have are discussed, as well as, other workplace influences such as culture and societal change.

From the sample population, 37.6 per cent of young workers were morally committed to their organisation, implying young workers have a desire to stay at their organisation and feel obligation to remain. This is the largest group of the four profiles; and argues that the stereotype that young workers as “job-hoppers” is inaccurate. If Millennials and Generation Z employees were willing to leave and join new organisations often, this would be seen in the data through a large uncommitted group. However, the *Uncommitted* profile group made up only .056 percent of the overall sample population. To further support this, 25.6 per cent of the sample of young workers were placed in the *AC-Dominant* profile group, providing that they have an emotional reason to continue working at their workplace and have strong intentions to stay.

Combined, the *AC-Dominant* and *AC/NC-Dominant* groups make up 63.2 per cent of the sample population of this thesis having intentions to stay at their organisations because of an emotional commitment. These two groups also had high levels of well-being and trust in their top management. This suggests that good managers who are competent, have integrity, and are benevolent make a significant difference in employee retention. However, no certain correlations can be made for any suggestions, due to the type of methodology used for this thesis. A further suggestion can be made regarding psychological well-being in this group; that displaying significantly high levels of well-being means that there are five dimensions being fulfilled for these employees. These employees are enjoy being with the people they work with; that they are thriving at work; they feel competent at what they do; they feel that their work efforts are appreciated; and, they enjoy being involved within the workplace. Feelings of competency and perceived recognition at work may be contributed to excellent management, supporting the viewpoint above. The other dimensions indicate a positive and supportive workplace culture which in turn indicates that some organisations are assimilating the needs of their younger workers in an effective manner.

Thirty two per cent of the sample were identified as feeling trapped within their organisation. This profile group is characterized by young workers feeling that there is too much cost involved in leaving their organisation, but they desire to leave, and have no feelings of obligation to remain working there. This finding is worrying for organisations as this profile group, while second largest in this sample population, still makes up a large amount of the total respondents. This group had leanings towards low scores in perceived managerial trustworthiness and psychological well-being at work, and high scores for turnover intentions. The intentions to leave the organisation fits in with the profile type, as the member desire to leave, but are unable to do so for unknown reasons. Low scores for perceived managerial trustworthiness indicates that the members are not impressed with the levels of competency, professionalism or values by their management team, thus the employee desires to leave the organisation. Low scores in psychological well-being at work suggests that young workers are experiencing a variety of discouraging and detrimental effects. This could be unwelcoming co-workers, non-enjoyment of work, and no feelings of recognition or involvement at their workplace. Employees in this group long to leave their organisation and have no emotional desire or feelings of obligation to remain. They are, however, committed to their workplace and this commitment is driven by a feeling of cost if they leave.

There could be many reasons for the perceived cost in leaving their current workplace, such as a financial situation. It is important to keep an eye on whether this *CC-Dominant* group grows because this could indicate that younger employees are working in detrimental work environments, or are greatly affected by job-stressors or factors outside of the workplace. One reason for this group being so large may be the result of the Millennial and Generation Z populations having the largest growth in attending university than any of the earlier generations. This is evident in this thesis with 92.8 per cent of the sample population being made up for individuals whom either

had some university experience or had completed degrees. University is expensive, and students often leave or graduate with a large student loan that has to be repaid. The job market in New Zealand is currently competitive and young workers, once finding employment, may feel they are unable to leave their jobs as they have a student loan to pay, and no other options.

Finally, a very small number (7) of the sample population of young workers were uncommitted to their organisation. These members have no desire or feeling of obligation to stay, and do not feel any cost to leave. This group have the lowest perceived managerial trustworthiness and well-being at work scores, and additionally have the highest turnover intentions, suggesting that they might leave employment very soon. This made up 0.056 per cent of the total sample population and indicates that overall, young workers have strong feelings of commitment to their organisations. These feeling of commitment are mostly positive (i.e. *High AC/NC-Dominant* and *AC-Dominant*) or negative (i.e. *CC-Dominant*), and only a very small amount of this sample were uncommitted. This indicates that most of young workers are committed to their organisations and are not consistent “job-hoppers”. However, the sample population gathered could be unproportionable to New Zealand’s true demographic of Millennials and Generation Z so further research is needed to support these findings.

There are two views regarding generational differences, the first view postulates that shared events define each generation and while individuals across generations are diverse they nonetheless share values and behaviours due to the shared experiences (Glass, 2007). The second view is that ultimately employees have generic values even though individuals can have variations over the course of their work history, and trying to individualise each generation is unnecessary and could be misguided (Jurkiewicz & Brown, 1998). There are benefits to both viewpoints, but this present research will follow

the first viewpoint because of findings in empirical literature that are supported by this thesis's results.

Baby Boomers working in New Zealand are retiring and this is beginning to upset the current balance of the workforce as this cohort makes up a majority of the workforce. Millennials are estimated to fill this gap as they are the second largest cohort after Baby Boomers, and this generation are still beginning to enter the workforce. These workers are quickly becoming a vital part of the workforce as a result as managers and organisations seek to quickly mitigate the inevitable experience and skill gap brought by a shortage of experienced employees by training and retaining young employees. Research suggests that Millennials and Generation Z have different workforce values and attitudes in comparison to older generations, yet there is little empirical research of these two cohorts in the area of organisational commitment. In order to be able to know how to recruit, train, and retain these newer generations, managers and organisations desperately need knowledge and evidence on what values and workforce desires drive young employees to continue working at their organisation.

Much has been identified about commitment profiles for employees as a holistic group, yet there is a gap in organisational commitment literature for investigating the younger cohort of workers as a group of interest. Examining commitment profiles is considerably significant to be able to understand present workforce, which is much desired by managers especially because Millennials and Generation Z work attitudes and values are said to be drastically changing how the workforce operates (Chaudhuri & Ghosh, 2011). These changes are seen through such calls for a better work-life balance, willingness to be open about salaries and work conditions, a desire for less hierarchy within organisations and the willingness to leave their company if a better offer arises (Cheramie, Sturman & Walsh, 2007; Gursoy, Maier & Chi, 2008; Myers & Sadaghiani, 2010).



Literature using homogenous groups of employees have found affective, continuance and normative commitment to all relate negatively to job-related outcomes such as turnover and withdrawal behaviours (Meyer et al., 2002; Somers, 2010). Most of other job-related outcomes differ from this relationship and have varying relationships between the three types of commitment. For example, affective commitment is primarily predictive of positive work-related experiences, and it has the strongest negative correlation with adverse behaviours (Meyer et al., 2002). Normative commitment has the second strongest relationship, which is followed by continuance commitment. Affective commitment has the strongest positive correlations with desirable work-related outcomes and behaviours such as organisational citizenship behaviours, performance and attendance and normative commitment often closely follows affective commitment with these variables (Meyer et al., 2012).

Continuance commitment primarily developed from a lack of job alternatives and psychological or physical investment in the organisation (Somers, 2010; Meyer et al., 2012). Continuance commitment is negatively or unrelated to desirable work-related outcomes and behaviours, which include organisational citizenship behaviours, performance, attendance, and well-being (Somers, 2010; Meyer et al., 2012). Costs an individual might feel could include loss of paycheck, loss of respect and tenure in the organisation, or loss of friendships with co-workers.

These examples of cost can be loosely compared with generational attitudes and values. Literature suggests that the most important things to Baby Boomers about working is the payroll, for Generation X, it is having a work-life balance, for Millennials it is about having collaboration when working, fast upwards movement, and recognition for work (Glass, 2007). Smola and Sutton (2002)'s research also illuminates a trend in the workforce that has been around for at least 25 years where employees seek a work-life balance. Their research suggests that across all generations and ages, employees display

a willingness to work hard for their organisation, however, they place a lower priority on work and their employment is less connected to their perceived notions of self-worth (Smola & Sutton, 2002).

In today's present workforce there are four main generations working together, and the current cohort majorities are soon to change with the largest generation, the Baby Boomers, soon retiring. Baby Boomers, Generation X, Millennials, and Generation Z are the generations currently working together, and are said to be a contributor to the cultural and expectations changes within the workforce (Cheremie, Sturman & Walsh, 2007; Gursoy, Maier & Chi, 2008). One of the largest generational issues for current human resource managers is maintaining Millennials and Generation Z dedication to their workplace alongside keeping Generation Y and Baby Boomers engaged in the company (Chaudhuri & Ghosh, 2012). Chaudhuri & Ghosh's (2012) exemplarily research on Millennials' organisational commitment advocates that this commitment can be boosted by HR professionals ensuring support by giving sufficient recognition and helping them to make connections with coworkers at all levels of the organisation. For this, managers are of vital importance to retain employees, as trust is a significant factor in deciding to stay at an organisation.

Media sensationalises young people in their first years of joining the workforce. They are dubious about their long-term prospects compared to older generations; they are constantly looking for better opportunities outside of their organisation; and, they are less keen than their forerunners to commit to one organisation (Ferri-Reed, 2014; Tulgan, 2013). Job-hopping increasingly becomes an issue within modern literature as well as reality; however there has been little research on gaining a holistic understanding what could motivate these young employees beginning their career to commit to an organisation (Chaudhuri & Ghosh, 2011; Ferri-Reed, 2014). This understanding is especially relevant in today's society as a large amount of the workforce is nearing

retirement, creating urgency for organisations to invest more into mentoring, training and retaining young employees to fill the upcoming gap in older skilled and experienced workers (Chaudhuri & Ghosh, 2011; Mason, 2013).

Researchers and professionals alike are interested in understanding the impact trust in management has on an assortment of work outcomes, such as job satisfaction, belief in information, intent to quit, and organisational commitment (Mayer et al., 1995; Dirks & Ferrin, 2002). There are a variety of studies linking commitment to trust or trustworthiness and these two terms are treated distinctly. In a noteworthy meta-analysis, Dirks & Ferrin, (2002) examine trust in both the top manager and the immediate supervisor, using four categories to define trust, being affective trust, cognitive trust, willingness to be vulnerable, and overall trust. A more recent study is Colquitt et al.'s (2007) which separates trust from trustworthiness to reveal that the characteristics of trustworthiness better predict affective commitment. Additionally, trust is more commonly conceptualized as a willingness to make oneself vulnerable to the decisions or actions of others, whereas trustworthiness is a quality of the trustee (Mayer, Davis, & Schoorman, 1995; Schoorman, Mayer, & Davis, 2007; Colquitt et al., 2007). From this research, the scale of perceived managerial trustworthiness was formed to have better validity when testing managerial impact on employee commitment.

The younger cohort of workers have grown up with technology at their fingertips and before they enter the workforce they'll have years of experience using it. Video games, the Internet, Facebook and smartphones are just a few things they're comfortable with using in their everyday life that were non-existent or completely novel twenty years ago. This comfort with technology can be a hindrance to personal relationships with co-workers, managers, and clients, if young workers, being too comfortable using technology, develop an over-reliance on sending e-mails (Glass, 2007).

It is said that there is a cultural change in New Zealand's workforce and this has been partly attributed to Millennials and Generation Z entering the workforce (Kane, 2017). New Zealand is a western society and as such it shares similar values in cultural constructs than with America, and the United Kingdom. In Hofstede's (2007) study mentioned previously, scores of individualism (79, 91, and 81, in order of countries stated above) are found to be high for these countries, whereas long-term orientation (33, 26, 51) is found to be low for all countries. This latter score is indicative of a liberal market economy, meaning that these countries tend to favour individual performance, work flexibility, and a competitive organisational environment within and between companies (Hall & Soskice, 2011). This is the environment that Millennials and Generation Z have grown up in and is evident through the values and attitudes shared by literature.

Interestingly, New Zealand, America, the United Kingdom, Germany, and Japan all report high scores for masculinity (58, 62, 66, 66, and 95, respectively) which strongly suggests that in 2007, these countries have strong beliefs in gender role-based differences and did not strongly value gender equality within the workplace (Hofstede, 2007; Shi & Wang, 2011).

Changes in the workplace are not limited simply to generational age and could also be a result of global cultural shifts due to the rapid globalization that has brought about significant advances in travel, safer immigration, and easily accessible knowledge through the internet about living in countries. Generation Z are said to be the most diverse generation yet, with an independent study affirming that they are the most racially diverse generation within America, and Millennials are the second most diverse generation (Kane, 2017).

Culture is significant to a society, and as such is equally as important in the workplace due to the need to be conscious and considerate of similarities and differences when having a diverse workforce (Cartwright, 1998). These considerations have a direct

influence on the implementation of human resource management practices and policies in the workforce, such as ensuring gender balance among executive teams, or race and ethnic classes are protected and feel welcome in the workplace. Issues arise when there is a lack of this consideration of shared work environments, or misunderstandings between people or groups, and these issues increase with cultural distance (Cartwright, 1998). Hofstede's (2007) framework on work-based culture states that there are five key constructs that make up a work's culture, these are power-distance acceptance, collectivism or individualism, uncertainty-avoidance, masculinity or femininity, and short or long-term orientation. If culture is embraced and handled well by organisations and managers, these issues can instead become a strong resource for increased organisational competitive advantage and organisational learning (Cartwright, 1998).

### **5.3 IMPLICATIONS AND APPLICATIONS**

This thesis has great implications for furthering knowledge in the realm of understanding the impact Millennials and Generation Z are having, and will have, on New Zealand's workforce. Significant practical implications are for the recruitment, motivation, and retention of young workers and this thesis suggests a new direction for future commitment profile research to focus on younger workers as a result.

Human resource managers have a significant part to play in recruiting newly graduated, young employees. Whether managers are seeking applicants from high school or university, young employees prefer a flat hierarchical and diverse organisation to work in which has direct applications for managers and organisations (Glass, 2007).

Employees of all generations and age respond differently to being recruited, motivated and retained and as such individual employees have unique expectations (Glass, 2007). Results of this thesis identified that members of one of the four profile groups (i.e. *CC-Dominant*) are continuing employment because they feel that there

is too much cost involved with leaving their workplace. This is concerning and suggests that managers and organisations can do more to make their workplaces a more desirable place to work in for young employees.

Millennials and Generation Z entering the workforce as a majority can be related to mergers and acquisitions. In this situation it is that if the organisation wishes to change policies and the culture to better enable these workers to work, all employees must decide on the change of corporate identity and organizational culture, however, due to the equal strength of each generation's values and workplace attitudes, it is more likely that no specific generational culture imposes on another and instead, an entirely new culture is developed (Olie, 1990).

The results and findings of this thesis are especially interesting and useful for recruitment agencies and graduate program managers. Findings from the cross-sectional survey suggest that most of the Millennials and Generation Z that took part in the thesis are driven to stay at their organisation due to a desire and sense of obligation to continue working there.

A finding from this thesis is that there are many Millennials whom first start out in the workforce with an unclear and uncommitted mindset. This illuminates the need for specific retaining practices and policies to further develop this cohort's feeling of comradery/community (not quite the word I'm going for but close) within the organisation. Already, graduate programmes are somewhat tailored towards Millennials' needs and desires for the use of technology and online forums. Findings from this research can also be used by HR managers as a point of interest when investigating future growth of employees and company direction in terms of policies and practices.

## 5.4 LIMITATIONS

There are many limitations to this thesis for a variety of reasons, with some limitations being pre-meditated and sought to be mitigated, and others being identified during or after data collection and analysis. These limitations include the channels used for data collection, the creation of the survey through a program, the survey methodology, and survey length. These issues are discussed below, with comments on how these limitations affect the overall thesis.

Firstly, the sample demographic, being Millennials and Generation Z, was contacted mainly through postings on specific social media sites (i.e. *Facebook*, *LinkedIn*, *Reddit*, and *ResearchGate*, and as such, individuals who do not use these sites were unaware of the survey. There is constant reference in literature about young people's prowess with technology and considerable use of social media, yet there is evidence to suggest that there is a trend in young people to be moving away from social media, particularly *Facebook* (Salomon, 2013). *Facebook* was one of the main source of generating awareness of the survey, so perhaps the use of such a popular site could have inherently been a limitation. This could also explain the many responses from older persons whom saw the survey opportunity and were able to complete it despite the survey's information page stipulations.

Along the same lines, responses were collected using an online survey, and only those with internet access were able to view the survey and complete it. Countless studies have taken the approach to post out physical copies of the survey which gives a better understanding of response rate, as well as increased accessibility to participants without internet access. Response rates are important, especially with a randomly selected sample because the representativeness of the obtained sample is more likely to be questioned when the response rate is lower. This postal method has its drawbacks, due to being costly, environmentally unfriendly, and time-consuming for the postal and coding stages.

Another point is that young people in New Zealand are flatting more due to rising house prices and could be moving addresses frequently, which could create an issue of getting the survey to the right person. This approach also places the onus on the participant to send back the survey, and with the New Zealand Postal service reducing the days of letters being delivered down to three days a week, this option was ultimately rejected in favour of an online survey (Delivery changes for standard mail, n.d.).

In addition to using social media, this survey sent *Qualtrics* generated survey invitations by e-mail to graduate program managers for their graduates to fill out. This method ran into some difficulties with the e-mails being a one-time use link which greatly limited the amount of responses when first generating interest. This issue was quickly fixed after discovery, however, due to the failure of the first link, many initial participants were uninterested in attempting to complete the survey again. Using an e-mail approach was very effective in getting human resources managers aware of, and interested in, this thesis, and greatly helped to increase awareness of the thesis through word of mouth.

Another issue with using *Qualtrics* was that the website has its own way of assigning numbers to questions and it was extremely difficult to change the numbering system to suit the scales used and so most were unable to be changed prior to data collection. This resulted in a time-consuming process of re-labelling the questions once the data was exported for analysis and quick interpretation.

The survey itself used a quantitative approach and focused on obtaining a large data set. A cross-sectional research design was used to enable this approach and gather as much data as possible, and at a singular point in time for each respondent. There are positives and negatives to using a quantitative method, and the same for using a cross-sectional research design. Statistical interpretation of numerical data is a shared characteristic among all quantitative research, however, this can lead to a huge number of respondents to measure and be costly. Benefits of this approach are the fast data



collection, and objective results. Cross-sectional studies are advantageous for proving or disproving assumptions, can capture responses for multiple variables at a single point in time and can be easily analysed for results (Bryman & Bell, 2015).

A study by Gellatly, Cowden and Cummings (2016) uses a quantitative approach to great success when analysing profiles of nurses' commitments. After identifying distinct categories of the nurses' commitment, further relationships were able to be examined due to the nature of the data collected in that study, which is similar to the aim of this thesis where perceived work unit relations and turnover intentions are examined. There are disadvantages to this method, as it does not help establish cause and effect, it cannot analyse behaviour over time, and brings forth many challenges with targeting the desired sample demographic based on the variables being looked at.

A qualitative or mixed methods approach could have been used to avoid these issues, however each approach has its own unique benefits and drawbacks, because qualitative approaches are often used to obtain a rich dataset to understand the meaning of actions whereas quantitative approaches focus on behaviours (Bryman & Bell, 2015). Both methods are viable to investigate organisational commitment, however, this thesis aimed to gain an understanding of the behaviours of young workers, so a quantitative approach was taken.

There was an evident limitation with the length of the survey which is seen through respondents' response pattern and indicate some form of question fatigue. Question fatigue is an issue many researchers face where respondents fill out a part of the survey yet fail to fully complete it. This is generally extremely detrimental to the thesis as researchers often need a completed survey from each individual to use their data for analysis. Question fatigue can cause major problems as while there might appear to be a large number of respondents, the amount of useable data is much lower. To combat these possible issues, the survey for this thesis was limited to a maximum of 15 minutes

for completion which was advertised alongside the survey. The response rate for this thesis survey was 72.3 per cent which is deemed acceptable by Mangion's (1995: 60 - 1) classification, and the validity of the randomly selected sample can be trusted to an extent. Literature on the classification of response rates, such as Mangion's (1995: 60 - 1) classification determines that a response rate below 50 per cent is unacceptable, with bands of over 85 per cent being excellent, 70-85 per cent being good, 60-70 per cent being acceptable, and 50 - 60 per cent being barely acceptable and introduces many limitations.

## **5.5 PATHS FOR FUTURE RESEARCH**

This research extends what is known about young worker's commitment profiles but there is still more to be discovered. Paths for future research include comparison research, possible methodology changes,

This thesis examined only young workers and this sample was defined as being Millennials and Generation Z workers whom are aged less than 30 years. Future research may be able to extend this research by comparing our findings to older generations or using it as a starting point to compare the two younger generations. Comparing generations could increase the current understanding of differences between generations, and if there are any. Differences between the amount of profiles found for each generation, what the profile types are, and how these profiles interact with constructs would be a massive opportunity to produce valuable data that may be used in the professional environment. Another approach could be to analyse Millennial and Generation Z commitment profiles when first entering the workforce, and again in ten years. This research could bring forth points regarding change in age and profile type, or generational change in values and desires from a workplace as the generation changes.

In the research environment, methodological changes to this research could produce interesting results. In this thesis the behaviour of individuals was examined and so quantitative methods were used to determine the types of organisational commitment there is within young employees. A mixed methods approach could possibly be more suitable to better examining these behaviours as well as mindsets for a better understanding about the profiles found. However, as this thesis is the first of the organisational commitment literature to look at young persons' commitment to their organisation, an initial step to discover if the profiles even differed from literature is needed. Future research could use a mixed methods approach for better understanding of the relationships between commitment profile groups and latent constructs.

It is recommended that future studies examining commitment profiles use a latent profile or class analysis to analyse their data set. Historically, most empirical literature regarding commitment profiles use  $k$ -cluster means analysis to great effect. In this thesis, this preference is changed, and latent profile analysis models were used to determine latent profiles of employees based on their organisational commitment levels. Similar to  $k$ -cluster means analysis, a latent profile analysis allows the data to be interpreted and labeled from the patterns of means across each profile group (Vermunt & Magidson, 2013). The use of latent profile analysis in this thesis over  $k$ -cluster means analysis is because latent profile analysis is an updated and modern version of  $k$ -cluster means analysis.  $k$ -cluster means analysis has the purpose to find groups within a dataset, with the number of groups being represented by the variable  $k$  (Jain, 2010). Each individual data point is clustered according to similarity of the features they share. The output of  $k$ -cluster means analysis results in the mean points of the  $k$ -clusters and from these means, labels can be created for the clustered data (Jain, 2010). This analysis works by not labelling groups before they are analysed and instead makes it able for the researcher to discover groups that form organically from the dataset (Jain, 2010). The

advantage of using this technique is that this analysis finds groups or clusters that are not labelled in the data. This gives the benefit that groups do not need to be clearly labelled or predetermined in order to be examined. Within the latent analyses there are two main categories, being latent profile analysis as used in this thesis, and the more commonly known latent class analysis. The main difference is the data each analysis uses, latent profile analysis is used for continuous variables, whereas latent class analysis is used to analyse categorical data. This thesis gathered ordinal and continuous data, thus it is more appropriate to use a latent profile analysis to analysis the dataset.

Findings of this thesis indicated a large group of *CC-Dominant* and it was suggested that these Millennials and Generation Zers are feeling trapped in their workplace due to lack of options to leave in a current intensely competitive job market. These members could have large student loans to pay as a result of having these generations having the highest percentage of individuals to go to university. Should this be the case, the *CC-Dominant* group could increase in members within New Zealand's population after the New Zealand government Labour government's announced gradual free university education system. This policy commences in 2018 and begins with one the first year of university free; and will continue the next year adding the second year free, up to three years of paid university fees ("Details of fees free tertiary," 2017). This policy stipulates that if you leave university without completing the degree, the fees must be paid back. 18.4 per cent of this thesis' participants comprised of Millennials and Generation Zers whom had some level of university participation but no completed degrees. If more young people are going to university then this figure could rise as the overall rate of individuals going to university rises. This thesis suggests a further investigation into this potentially significant area and to look further into the characteristics of individuals found within *CC-Dominant* profile groups.

## CHAPTER 6: CONCLUSION

New Zealand's workforce is constantly changing and with an aging population retiring in the workforce, it may change dramatically as younger employees take over as the majority of the workforce. Baby Boomers currently make up the majority of the workforce but this is changing within the next decade. Alongside becoming a major player in the workforce, Millennials and Generation Z will be needed to fill the experience and skill gap brought as Baby Boomers retire. Research suggests that younger workers have different values and attitudes in the workforce compared to older generations, yet there is little empirical research in organisational commitment on younger workers. This is important as managers and organisations need to understand what values and workforce desires drive young employees to better recruit, develop and retain this new workforce to mitigate the imminent retirement of older workers.

This thesis examined 175 young full-time workers in New Zealand aged between 17 and 30 years participated in the thesis and completed an online cross-sectional survey. The survey contained four shortened-versions of scales concerning organisational commitment, managerial trustworthiness, well-being, and future intentions to the organisation with the latter three seeking to broaden the understanding of the commitment profiles discovered from the organisational commitment scale.

A latent profile analysis discovered four organisational commitment profile groups within the sample of Millennial and Generation Z workers. The four profile groups were labelled as High AC/NC-Dominant, CC-Dominant, AC-Dominant, Low CC-Dominant. Literature suggests that the behaviours of the profile groups can be further explained as being Morally Committed, Trapped, Emotionally Committed, and Uncommitted, respectively.

Millennial and Generation Z workers are strongly affected by desire and cost to remain working at an organisation due to the prevalence affective and continuance commitment has within the four profiles, particularly in the *CC-Dominant*, *AC/NC-Dominant* and *Uncommitted* profile groups. This is seen through common stereotypes of Millennials valuing collaboration, a flat hierarchy and constant recognition in the workforce, and Generation Z valuing embracing diversity and optimism for future growth.

63.2 per cent of the sample population of this thesis were found in the *High AC/NC-Dominant* and *AC-Dominant* commitment profile groups. These members have intentions to stay at their organisation because of an emotional commitment and suggest that Millennials and Generation Z can be loyal workers who desire to remain at their workplaces. These employees trust their top management and have high levels of well-being at work. These employees are enjoying the people they work with, they are thriving at work, they feel competent at what they do, they feel that their work efforts are appreciated, and they enjoy being involved within the workplace. They are managed successfully with feelings of competency and perceived recognition at work being possibly contributed to excellent management. The other dimensions indicate a positive and supportive workplace culture which indicates that some organisations are assimilating the needs of their younger workers perfectly and they feel included and welcomed in their workplace.

A significant proportion of the sample population were found to feel trapped and unable to leave their organisation. 32 per cent of the sample feel that that there is too much cost involved with leaving their organisation, but they desire to leave, and have no feelings of obligation to remain working there. This group had leanings towards low scores in perceived managerial trustworthiness and psychological well-being at work, and high scores for turnover intentions. Low scores for perceived managerial

trustworthiness and psychological well-being indicates that they are managed poorly and are experiencing a variety of negative effects at their workplace. This could be explained by unwelcoming co-workers, unenjoyment of work, and feelings of no recognition or involvement at their workplace. These members want to leave their current workplace; however, they are still committed to their workplace which is driven by a feeling of cost if they leave.

There could be many reasons for the perceived cost in leaving their current workplace, such as a financial reason. It is important to keep an eye on whether this *CC-Dominant* group grows because this could indicate that younger employees are working in detrimental work environments, or are greatly affected by job-stressors, or factors outside of the workplace. One reason for this group being so large could be a result of the Millennial and Generation Z populations having the largest growth in going to university than any of the earlier generations. University is expensive, and students often leave or graduate with a large student loan that has to be paid off. The job market in New Zealand is currently competitive and so young workers, once finding employment, may feel like they are unable to leave as they have a student loan to pay and have no other options. Further issues are raised with the New Zealand government announcing a gradual free university education starting in 2018. There are issues as this policy stipulates that if you leave university without completing the degree, the fees must be paid back which could affect many individuals whom leave university without a degree and a massive student loan.

Finally, a very small number (7) of the sample population of young workers were uncommitted to their organisation. This group have the lowest perceived managerial trustworthiness and well-being at work scores, and additionally have the highest turnover intentions, suggesting that they might leave employment very soon. This made up 0.056 per cent of the total sample population and indicates that overall, young workers

have strong feelings of commitment to their organisations and argues against the stereotyping of younger generations as “job-hoppers”.

The findings of this thesis suggest that there are four main organisational commitment mindsets for Millennials and Generation Z and that the largest group are morally committed to their organisation, whereas the second largest commitment profile group feel trapped in their organisation. These two largest profile groups are vastly different and implies that there are significant societal, age and workplace issues influencing the formation of young worker’s commitment to their organisation. Young employees in New Zealand currently indicate that they are willing to commit to an organisation if they have great management and are in an environment to support their well-being while at work. An issue is raised from the findings, that there are a significant proportion of workers whom desire to leave their workplace but are unable to do so because it is too costly for them to leave. This cost could be a relationship cost, financial, location etc. Further research is needed to gather insight for why so many young workers feel trapped in their current organisation.

Recommendations are for managers and organisations to focus on embracing generational diversity and avoiding conflict, so these differences can become a resource for organisational learning and sustained competitive advantage. This includes human resource practitioners changing current policies and practices to change the work environment with an aim to target all generations when recruiting and retaining employees.



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# **APPENDIX A:**

## **ETHICAL APPROVAL**



Date: 18 April 2017

Dear Adriana O'Meara

Re: Ethics Notification - 4000017604 - Are you committed from day 1? Investigating commitment profiles and their relationships with management trustworthiness, turnover intentions and well-being for young workers in New Zealand.

Thank you for your notification which you have assessed as Low Risk.

Your project has been recorded in our system which is reported in the Annual Report of the Massey University Human Ethics Committee.

The low risk notification for this project is valid for a maximum of three years.

If situations subsequently occur which cause you to reconsider your ethical analysis, please go to <http://rims.massey.ac.nz> and register the changes in order that they be assessed as safe to proceed.

Please note that travel undertaken by students must be approved by the supervisor and the relevant Pro Vice-Chancellor and be in accordance with the Policy and Procedures for Course-Related Student Travel Overseas. In addition, the supervisor must advise the University's Insurance Officer.

**A reminder to include the following statement on all public documents:**

*"This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher(s) named in this document are responsible for the ethical conduct of this research."*

*If you have any concerns about the conduct of this research that you want to raise with someone other than the researcher(s), please contact Dr Brian Finch, Director - Ethics, telephone 06 3569099 ext 86015, email [humanethics@massey.ac.nz](mailto:humanethics@massey.ac.nz).*

Please note, if a sponsoring organisation, funding authority or a journal in which you wish to publish requires evidence of committee approval (with an approval number), you will have to complete the application form again, answering "yes" to the publication question to provide more information for one of the University's Human Ethics Committees. You should also note that such an approval can only be provided prior to the commencement of the research.

Yours sincerely

Research Ethics Office, Research and Enterprise  
Massey University, Private Bag 11 222, Palmerston North, 4442, New Zealand T 06 350 5573; 06 350 5575 F 06 355 7973  
E [humanethics@massey.ac.nz](mailto:humanethics@massey.ac.nz) W <http://humanethics.massey.ac.nz>

Human Ethics Low Risk notification

Dr Brian Finch  
Chair, Human Ethics Chairs' Committee and Director (Research Ethics)

## **APPENDIX B:**

### **INFORMATION PAGE FOR PARTICIPANTS**

## Organisational Commitment in New Zealand's Beginning Workforce Survey



Hi there,

My name is Adriana O'Meara and I am undertaking a Masters of Business Studies thesis extramurally at Massey University in Palmerston North. I have included my photo to show that I am real and of the same generation as the people I am looking at for my research. If you have any questions regarding this survey, you can contact me on my cellphone: [REDACTED] or by email at: [REDACTED]

This survey seeks to explore the commitment of New Zealand's new generation of employees towards their organisations (i.e., those in their first year of full-time employment). The findings will form part of my final thesis which is due later this year.

I really appreciate your participation in this survey as it will provide the crucial data to address my research questions concerning the types of employee commitment; how trust in management can affect these commitment types; and whether commitment types can predict employee well-being and their future intentions to the organisation. This research will provide valuable insights about the shape of the future workforce.

My supervisors are:

- Associate Professor Paul Toulson (telephone: +64 (06) 356 9099 ext. 84927; email: P.Toulson@massey.ac.nz); and
- Dr. Wayne Macpherson (telephone: +64 (06) 356 9099 ext. 85767; email: W.Macpherson@massey.ac.nz) of Massey University.

Participation is completely voluntary and you may refuse to answer any questions or quit at any time. Data obtained by this survey will be treated as confidential and securely stored on the HIPPA-compliant Qualtrics-secure on-line database until it has been deleted by myself. I plan to reuse the data at a later date for further research in the field of human resource management.

If you participate in this (and I hope you do), you will be asked for limited and unidentifiable demographic information that is necessary to address the research questions: how you feel about your current organisation, the top management team, your daily work experiences and well-being. Your privacy is protected because my supervisors and I are the only persons who have access to the resulting database. There are 66 questions, which will take about 10 minutes to complete.

The survey has been screened and approved by the Massey University Ethics Committee and my supervisors as low risk. If you have any concerns about the conduct of this research that you want to raise with someone other than the researcher(s), please contact Dr Brian Finch, Director (Research Ethics), email: humanethics@massey.ac.nz, telephone: +64 (06) 356 9099 ext. 84459.

Once again, thank you for participating in this survey. If you would like to receive a summary of findings, please add your email at the end of the survey. This summary will be made available after the thesis has been submitted for examination and graded (most likely early 2018).

Kindest regards,

Adriana O'Meara :)

I have read and understood the above consent form and desire of my own free will to participate in this study.

- Yes  
 No

>>

# **APPENDIX C:**

## **SURVEY**

1. What is your gender?

- Male
- Female
- Prefer not to say
- Other (please specify)

2. Which race/ethnicity best describes you?

- American Indian or Alaskan Native
- Asian
- Black or African American
- Chinese
- Cook Island Maori
- European
- Hispanic
- Indian
- Japanese
- Maori
- New Zealand European
- Pacific Islander
- Samoan
- Tongan
- Other (please specify)

3. What is your age?

4. What is the highest level of education you have completed?

- Less than High School
- High School / NCEA
- Some University
- Undergraduate Diploma
- Undergraduate Degree
- Honours Degree
- Postgraduate Diploma
- Postgraduate Degree
- Masters Degree
- Doctoral Degree
- Professional Degree (JD, MD)

5. What industry do you work in?

6. How long have you worked at the company?

<<

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Listed below are comments about how people may feel about their organisations. Please indicate your level of agreement or disagreement with each comment.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
7. I would be very happy to spend the rest of my career with this organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I really feel as if this organisation's problems are my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I do not feel a strong sense of "belonging" to my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I do not feel "emotionally attached" to this organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I do not feel like "part of the family" at my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. This organisation has a great deal of personal meaning for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
13. Right now, staying with my organisation is a matter of necessity as much as desire.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. It would be very hard for me to leave my organisation right now, even if I wanted to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Too much of my life would be disrupted if I decided I wanted to leave my organisation now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I feel that I have too few options to consider leaving this organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. If I had not already put so much of myself into this organisation, I might consider working elsewhere.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
19. I do not feel any obligation to remain with my current employer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Even if it were to my advantage, I do not feel it would be right to leave my organisation now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. I would feel guilty if I left my organisation now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. This organisation deserves my loyalty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I would not leave my organisation right now because I have a sense of obligation to the people in it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. I owe a great deal to my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Think about your company's top management team. For each statement, please indicate your level of agreement or disagreement.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
25. Top management is very capable of performing its job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Top management has much knowledge about the work that needs to be done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. I feel very confident about top management's skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Top management has specialised capabilities that can increase our performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Top management is very concerned about my welfare.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
30. Top management would not knowingly do anything to hurt me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Top management really looks out for what is important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Top management will go out of its way to help me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Top management has a strong sense of justice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. I never have to wonder whether top management will stick to its word.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
35. Top management tries hard to be fair in dealings with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Top management's actions and behaviours are not very consistent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. I like top management's values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Think about your daily experiences at work. For each statement, please choose the level of agreement or disagreement which best reflects your viewpoint.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
38. I value the people I work with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. I find my job exciting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. I know that I am capable of doing my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. I feel that my work is recognised.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. I want to take initiative in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. I enjoy working with the people at my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. I like my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
45. I feel confident at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. I feel that my work efforts are appreciated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. I care about the good functioning of my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. I get along well with the people at my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. I am proud of the job I have.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. I feel effective and competent in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. I know that people believe in the projects I work on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
52. I like to take on challenges in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. I have a relationship of trust with the people at my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. I find meaning in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. I feel that I know what to do in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. I feel that the people I work with recognise my abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. I want to contribute to achieving the goals in my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. I feel that I am accepted as I am by the people I work with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
59. I have a great sense of fulfillment at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. I know my value as a worker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. I feel that I am a full member of my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. I want to be involved in my organisation beyond my work duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Think about your plans to leave or remain within the organisation. For each statement, please choose the level of likelihood that best reflects your viewpoint.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
63. In the next few years I <b>intend</b> to leave this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. In the next few years I <b>expect</b> to leave this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. I think about leaving this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. I'd like to work in this company until I reach retirement age.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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