An Investigation into the Extent of Organisational Commitment & the Factors that Influence it in Generation Y in Ireland

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Brian Phillips

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Abstract

This study intends to investigate to what extent organisational commitment exists in Generation Y in Ireland and if Generation Y feels their organisations attempt to build commitment. It will also seek to investigate what are the factors that influence organisational commitment in Generation Y in Ireland. For this research a cross-sectional study was conducted and data was collected using a non-probability sampling approach. Allen and Meyer's (1990) Organizational Commitment Questionnaire (OCQ) was the tool used for identifying the extent of organisational commitment in Generation Y in Ireland.

Once the data was collected and statistically analysed. A number of one sample tests and correlation tests were carried out which highlighted a number of significant results regarding the extent of organisational commitment in Generation Y, whether Generation Y feel their companies try to build organisational commitment and what are the factors that influence organisational commitment in Generation Y in Ireland. The outcomes showed they are undecided in their emotional attachment to their organisation and they are also undecided in their feelings that they have to stay at the organisation. However, they do slightly disagree feeling obligated to stay at their organisation. The findings also showed that Generation Y in Ireland do feel their organisations slightly attempt to build commitment from them. The final section of the study resulted in some interesting outcomes in relation to the factors that influence organisational commitment in Generation Y in Ireland, attributes such as relationships with colleagues and supervisors along with job security ranked at the top while pay levels, benefits offered and company image were at the bottom.

From the research conducted a number of recommendations have been made which organisations could use to create strategies and improve organisational commitment in their employees, especially Generation Y in Ireland.

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1. Introduction

Creating organisational commitment has become a strategic issue for human resource departments (Goh and Marimuthu, 2016; Meyer and Allen, 1997). The decrease of the Baby Boomers generation in the workforce and the increase of Generation Y along with the technological advances that are occurring has led to it becoming a subject that requires attention (Gallup, 2017; Syrett and Lammiman, 2003). The costs associated with poor organisational commitment such as a lack of engagement from staff and replacing employees who leave the organisation has led to companies focusing on improving commitment in their staff. While they want to retain staff and their skillsets, the main focus is to improve operational efficiencies, overall output and financial returns (Goh and Marimuthu, 2016; Mahal, 2012; Chambers, 1998).

The academic research highlighted that companies with high levels of organisational commitment are usually quite successful (Alexander and Sysko, 2013; Mahal, 2012; Xanthopoulou et al., 2009; Bhattacharya, Sen and Korschun 2008). An example of this can be seen in the literature in relation to the Caterpillar Inc. case study (Vance, 2006). While there is success associated to organisational commitment there can also be negative aspects such as burnout (Guest 2014; Peeters et al., 2005), reduced job satisfaction (Perrewé, Hochwarter and Kiewitz, 1999) and it can even lead to the intention to quit (Simon, Kummerling and Hasselhorn, 2004).

Though the importance of organisational commitment is recognised and vastly written about there still remains to be low levels of commitment across the globe as companies fight to retain staff and struggle to keep them engaged (Gallup, 2017; Schuler, Jackson and Tarique, 2011; Michaels, Hanfield-Jones and Axelrod, 2001). Between the years of 2014 to 2016, Gallup (2017) conducted a worldwide study on organisational commitment which demonstrated only 10% of residents employed are engaged in their work in Western Europe, meaning that they are enthusiastic about their job and work.

Defining the term for organisational commitment proves difficult as there is no one single definition of organisational commitment in the literature. However, the literature did suggest numerous subsections can feed into the theory of organizational commitment such as the psychological contract, meaningful work, involvement, employee engagement, attachment and loyalty (Schaufeli and Bakker, 2010; Martin and Roodt, 2008; Guest, 1998; Mayer and Schoorman, 1998), while there is also various measures for assessing organisational commitment which makes it difficult to compare and contrast different studies. However, according to Gutierrez, Candela and Carver (2012), Bentein, et al. (2005) and Cohen (2003) the most common and reliable test for measuring organizational commitment is the Allen and Meyer's (1990) Organizational Commitment Questionnaire (O.C.Q.), which breaks commitment down into three subsections namely affective, continuance and normative commitment.

The Organizational Commitment Questionnaire by Allen and Meyer's (1990) led to the creation of the Meyer and Allen Three-Component Model (1991) which is made up of the three subsections of commitment. The affective commitment section of this model looks at the emotional attachment an employee has towards their organization and the fact that they want the organization to be successful. While continuance commitment refers to an employee feeling they have to stay at their organization, which may be due to the employee's high cost of living and in relation to normative commitment this is when an employee feels obligated to stay at the organization perhaps in support of colleagues or they feel they owe a debt to the organization. These aspects of commitment Meyer and Allen (1997) later clarified as components as opposed to types of commitment as an employee can have varying degrees of all three components. An example of this would be an employee may have a strong attachment towards the organization while also feeling an obligation to stay at the job or an employee who enjoys working for an organization but recognises the cost of leaving the organization at the same time.

While reviewing the literature it has shown many studies across different countries, however very little research has been carried out on organisational commitment in Generation Y in Ireland, this study will attempt to allow

organisations gain an understanding into the extent of organisational commitment in Generation Y in Ireland. It will be an exploratory study into the levels of commitment in Generation Y in an Irish context. The literature suggests that organisational commitment is low in Generation Y generally (Shaw and Fairhurst, 2008; Chao and Gardner, 2007), that organisations are attempting to build commitment from their employees (Schuler et al., 2011; Levering, 2000) and to do this in Generation Y they must offer excellent benefits, high pay levels, have a strong company image and rapid promotional opportunities (Hogg, 2012; Dwyer, 2009).

This study will contribute to the research by demonstrating if Generation Y in Ireland share similar findings as the literature presents as it explores the following research objectives:

- Investigating the extent of organisation commitment in Generation Y in Ireland.
- Identifying if Generation Y in Ireland feels their organisations attempt to build commitment from them.
- Identify the factors that influence organisation commitment in Generation Y in Ireland.

This research approach will be conducted by using a quantitative, cross-sectional survey methodology (Bryman and Bell, 2015; Quinlan, 2011). This cross-sectional study will be completed by using a non-probability sample as every participant does not stand an equal chance of being chosen. To attempt to include the entire population of Generation Y in Ireland within the time frame given and the resources available is beyond the scope of the author. For this reason the author chose a convenience sample for this study, meaning persons who are easiest to include (Saunders et al., 2015), of the population of Generation Y in Ireland. Once the data is collected, it will be statistically analysed and discussed in detail. However, due to this sampling approach being used, the author is aware that generalisation of the results will not be made about the population but about the theory (Saunders et al., 2015).

This study also aims to create a set of recommendations that could be adopted by organisations to improve organisational commitment levels.

Organisational commitment has demonstrated many beneficial aspects for companies (Goh and Marimuthu, 2016; Mahal, 2012; Chambers, 1998) and therefore the author felt it appropriate to recommend various different approaches organisations may take depending on the issues they are experiencing in relation to their employee's organisational commitment and what they wish to achieve as a company with their staff.

2. Literature Review

2.1 Introduction

This particular body of research will first look at organisational commitment, including the definition of organisational commitment and what factors are involved that make up organisational commitment. Allen and Meyer's (1990) O.C.Q. and Meyer and Allen's Three-Component Model (1991) for organizational commitment will be discussed and be the underlying framework used to gain understanding into the level of organisational commitment in Generation Y in Ireland. The factors that correlate to organisational commitment such as the psychological contract and engagement will be discussed and investigated further to show how they link, overlap and influence organisational commitment in employees. While highlighting the advantages of organisational commitment for both the employee and the organisation.

The research will also investigate Generation Y, identifying them by definition while also ascertaining who they are and demonstrating their needs, wants, desires and expectations. For the purpose of this study a specific time frame will need to define Generation Y to distinguish them from other generations. Literature varies regarding the exact years that make up different generations but for this study the time frame that will used, is that suggested by Schroer (2008) as this time frame appears the most common in research. Schroer (2008) states the general view is Generation X shares their birth years from 1966 to 1976 and Generation Y or Millennials from 1977 to 1994. For this study the population will be people in the Irish workforce or who are actively seeking employment in Ireland who were born within the time frame for Generation Y as identified by Schroer (2008).

While there is a vast amount of literature and studies regarding organisational commitment and Generation Y, there is a lack of research regarding these particular topics in Ireland. The current study will attempt to investigate to what extent

organisational commitment exists in Generation Y and what are the factors that create organisational commitment in Generation Y in Ireland.

2.2 What is Organisational Commitment?

An employee's commitment to an organisation has been a topic which has interested researchers greatly over the past few decades. Companies have recognised the importance of retaining and having committed employees for a sustainable future, they are moving away from the control model and managing their employees through a commitment model (Walton, 1985). Since 1997 when Steven Hanking conceptualised "The War for Talent" (Michaels et al., 2001), it appears organisations are still fighting that war to both attract the best talent and create organisational commitment from them.

Organisational commitment was defined by Wiener (1982, p. 418) as "the totality of internalized normative pressure to act in a way that meets organisational interests", which is similar to Porter et al. (1974) describing organizational commitment is the willingness of an employee to carry out their tasks with increased effort, a wish to remain at the organization and approval of the values and objectives of the company. Meyers and Allen (1997) believe this also includes employee's commitment to their manager, occupation, work group, career, union, or profession. Organisational commitment is seen as an employee's involvement and identification with the organisation, whereas work engagement refers to the employee's involvement and actions within their work or their role. While organisational commitment links and overlaps partially with employee engagement, it is considered a separate component (Schaufeli and Bakker, 2010).

Similarly, Khan and Jan (2015) state it is a condition where an employee identifies themselves with an organisation and their objectives which creates a desire to remain a member of the organization. Employees who show commitment towards their organisation create higher sales, profitability, productivity and are less likely to leave the company (Mahal, 2012). While

Martin and Roodt (2008) refer to organisational commitment being the bond formed between employee and employer which has evolved to incorporate a broad range of layers, for example meaningful work, attachment, loyalty, engagement, involvement and commitment. It is not seen as unidimensional model anymore, but perceived as multi-dimensional (Mayer and Schoorman, 1998).

Research carried out by Mathieu and Zajac (1990) using a meta-analysis highlighted the difficulties when measuring commitment. They measured commitment based on judgement of calculative commitment (i.e. Continuance) or attitudinal commitment (i.e. Value). Their study demonstrated a considerable number of factors relating to attitudinal commitment as opposed to calculative commitment, such as education, age, job involvement, intention to leave, position tenure and particular measures of satisfaction. It was a later study by Allen and Meyer (1990) that introduced a further dimension called normative commitment, which is a level of commitment based on how one considers they are supposed to act, such as an employee feeling obligated to remain committed to the organization (Khan, Nawaz and Khan, 2013; Meyer and Allen, 1991; Meyer and Herscovitch, 2001; Allen and Meyer, 1990).

Previous research and studies conducted by authors such as Gutierrez et al. (2012), Redman and Snape (2005) and Cohen (2003) have demonstrated the requirement to focus on numerous types of commitments. It was further proposed by Schoemmel and Jonsson (2013) that numerous commitments can effect an organisations outcomes both directly or indirectly. Meyer and Allen's (1991) Three-Component Model of Commitment shows what influences the decision to commit or not from human attitudes. Therefore, it is hugely important that organisations investigate all of these commitments to ensure they design effective strategies to stimulate employee's commitment and in turn reap the rewards that organisational commitment brings to a company, especially influencing their sustainability (Goh and Marimuthu, 2016). Meyer and Allen's Three-Component Model of Organisational Commitment will be discussed in more detail later.

The introduction of Generation Y into the workforce has led to an increased focus on organisational commitment and employee retention when compared with previous generations. They are a generation who is continuously developing, searching for new challenges and seeking further higher education. This has led to the creation of an individualistic and self-reliant generation who through flexible work practices wish to set their own schedules and work pace as they balance their work and social life. Therefore, making the development of organisational commitment difficult in this generation (Shaw and Fairhurst, 2008).

In turn, the office environment is also greatly changing and adapting to Generation Y attempting to build and improve organisational commitment from them (Kusuma and Madasu, 2015). Organisations are chasing titles such as a "Great Place to Work", which Butler et al. (2016) state from the perspective of the employee is a workplace where the employee trusts the organisation, has excellent working relationships with their colleagues and they take pride in their work.

Butler et al. (2016) also highlighted the importance of the manager and employee relationship, employees who spend more time with managers developed more affiliation and commitment towards the organisation. This identifies with Yanamura, Birk and Cossit (2010) who state managers should meet regularly with employees to create a cohesive working relationship and actively be engaged with employees going forward to enhance employee's organisational commitment and ensure retention of talent.

This generation with the help of advancing technology and access to information has created a belief and confidence in their own abilities, which has led to permanent positions in organisations where employees would stay for 20 to 30 years less appealing to Generation Y and job security less of a priority (Allington, 2010). The lack of organisational commitment in the labour force has resulted in it becoming a strategic issue being tackled by employers due to the potential financial returns which can be gained in the long term (Chambers, 1998). Therefore, it is important for organisations to build organisational commitment not just from a financial perspective but also to ensure the skilled and trained workforce are remaining to contribute to the long term goals of the company (Mahal, 2012).

2.2.1 Meyer and Allen's Three-Component Model of Organizational Commitment
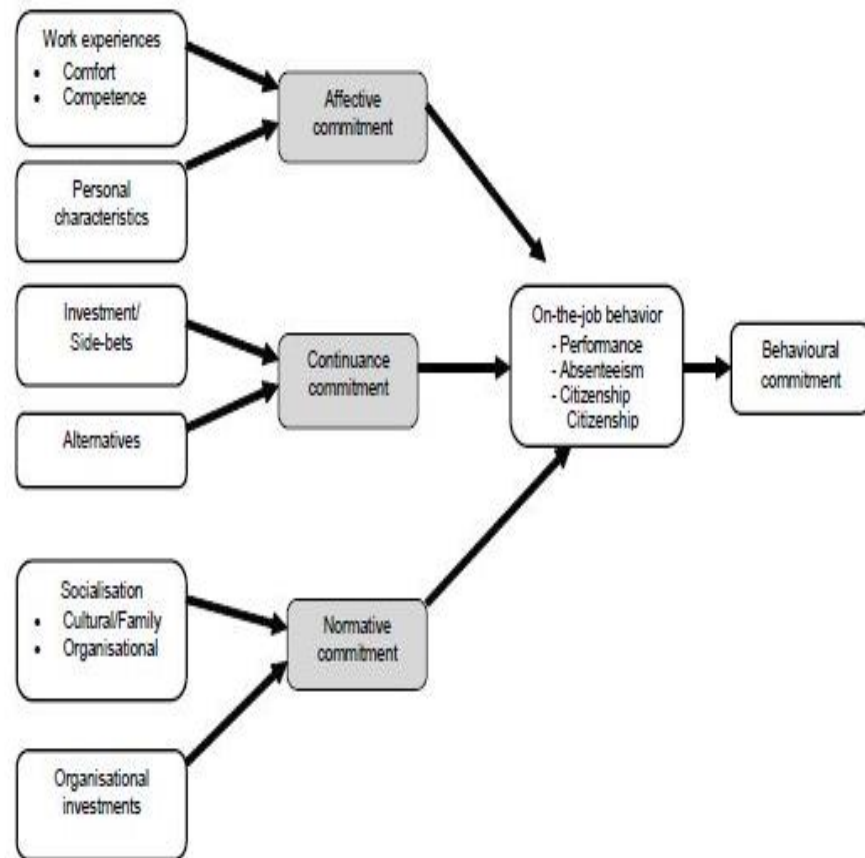
Figure 1. A Three-Component Model of Organizational Commitment (Meyer and Allen, 1991)

Allen and Meyer (1990) as mentioned earlier, created the Allen and Meyer Organizational Commitment Questionnaire. The questionnaire has been designed to look at an individual in terms of three particular psychological mind-sets which affect an individual's decision on whether they will stay with the organization (Meyer and Allen, 1997). This questionnaire measures Affective Commitment, Continuance Commitment and Normative Commitment which led to the creation of Meyer and Allen's (1991) Three-Component Model that differentiates between different levels of commitment.

Affective Commitment (A.C)

Affective Commitment is the level of engagement and emotional attachment an employee shows towards their job. This aspect focuses on the employees psychological affinity to a firm; their association with the organization and their desire to remain as an employee of the organization (Meyer and Allen, 1991).

Continuance Commitment (C.C)

Meyer and Allen (1991) suggest that Continuance Commitment is when an employee is aware of the costs involved in leaving the organization. Costs may be seen as a loss of benefits or losing a senior position and the rewards and incentives associated with the position.

Normative Commitment (N.C)

Normative Commitment is where the employee feels obligated to remain committed to the organization. This obligation can be due to an employee feeling that a company has invested time and money in them or they feel an obligation to stay to support their peers (Meyer and Allen, 1991).

The most positive component would be Affective Commitment as it demonstrates a progressive relationship with positive outcomes (Meyer and Allen, 1997). Field and Buitendach (2011) also discuss how organisational commitment can stem from normative pressures which employees may experience in the workplace making them feel obligated to remain with the company.

The decision on the method to use when measuring organisational commitment can prove to be difficult due to the different layers which create commitment (Martin and Roodt, 2008). Allen and Meyer's (1990) questionnaire concentrates on the employee's identification and emotional

attachment to the organization. It focuses on whether an employee is happy and willing to spend the rest of their career at the organisation, do they act as an ambassador for the company happily discussing it with people outside the organization, the level to which one relates to the company's problems as their problems also, a feeling of association to the organization, a creation of belongingness, emotional attachment and personal meaning.

The studies using Allen and Meyer's O.C.Q. (1990) and Meyer and Allen's Three-Component Model that were carried out at the time took place mostly in North America (Meyer and Allen, 1991). Therefore, further studies were conducted to identify what results the questionnaire would present from other cultures. In Belgium, Vandenberghe (1996) applied the Three-Component Model and O.C.Q. using a translated version of the scales to French. The data he collected was found to be a good fit to the hypothesised structure providing support for the model outside of North America in a Western culture. However, his findings showed higher inter correlations between commitment aspects suggesting all three components are highly intertwined which was different to previous studies such as Hackett, Bycio and Hausdorf (1994) and Meyer, Allen and Smith (1993) who presented low to moderate correlations among all aspects of the commitment. Wasti (1999) conducted a study in Turkey using the translated version of the O.C.Q and the model while also adding to the scales items specific to Turkish culture. She also found the scales to be reliable and the data collected reinforced the Three-Component Model.

However, when a study was conducted in South Korea by Ko, Price and Mueller (1997), it did show that the Three-Component Model was better than previous and competing models which is consistent with the studies conducted in the West but the results of the data did not compare as favourably as those reported in North American studies. The authors highlighted at the time the difference was probably due to issues with the Korean version of Code Composer Studio (C.C.S.) where Cronbach's alpha resulted in a 0.64 and 0.58 for two of the samples in the research study, therefore they did not reach the requirement to be considered an acceptable

level of internal consistency. The authors, Ko et al. (1997), questioned the generalisation of the application of Allen and Meyer's O.C.Q (1990) and Meyer and Allen's (1991) Three-Component Model to non-Western cultures.

A more recent global study including fifty seven countries by Gutierrez et al. (2012) conducted on the organizational commitment in the nursing sector using the O.C.Q. (Allen & Meyer, 1990) and Three-Component Model (Meyer and Allen, 1991), demonstrated that the structural equation model and cross-validation data results reinforced the theoretical frameworks. Therefore, the scales were found to be reliable and the data collected supported the O.C.Q. and Three-Component Model. According to Gutierrez et al. (2012), Bentein et al. (2005) and Cohen (2003), Allen and Meyer's O.C.Q. (1990) and Meyer and Allen's Three-Component Model of Organizational Commitment is the dominant model in relation to researching organizational commitment.

While an organisation is developing their employee commitment, a number of the concepts can be linked or overlap throughout the process such as the psychological contract (Guest, 1998) or employee engagement (Field and Buitendach, 2011; Bakker and Demerouti, 2008; Martin and Roodt, 2008). Organizational commitment can be seen as the end result or outcome from the creation of the psychological contract (Guest, 1998) and engaged employees leads to employees being committed to the organisation as discussed by Field and Buitendach (2011) and Bakker and Demerouti (2008).

2.2.2 The Psychological Contract

The concept of the psychological contract was created in 1960 by Chris Argyris (1960) who highlighted the impossibility of all the factors of an employment agreement being placed into a written contract. This lead to implied terms being included in the contract such as commitment, loyalty, security and trust. The definition for the psychological contract that Buchanan and Huczynski (2004, p.680) created was "the psychological

contract is an implicit set of obligations and expectations concerning what the individual and the organization expect to give to and receive from each other." However, Guest and Conway (1997) propose that the psychological contract is a metaphor borrowed to aid in making sense of our experiences, it allows us to understand our employment relationship and facilitate the planning of substantial changes. In addition, it can be classed as the view that an employee holds regarding the unspoken terms of an employment agreement between them and the organisation. If both parties uphold their terms within the agreement, it will lead to a building of trust and commitment (Rousseau, 2007).

Figure 2 shows Guest's (1998) Psychological Contract Model where he considers both sides of the agreement, from the perspective of the employee and the organization, while demonstrating possible consequences that may occur for both parties.

Guest's Psychological Contract Model
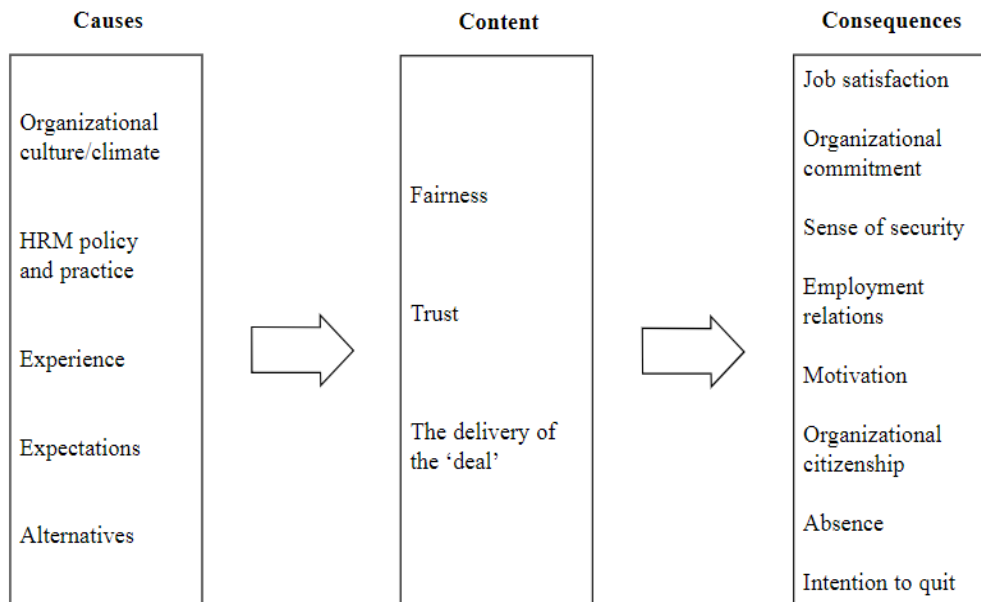
Figure 2. Guest's Psychological Contract Model (Guest, 1998)

Guest (1998) includes both the organizational and the employee's perspective in his model to avoid focusing only on idiosyncratic features of the psychological contract and ensuring the reciprocal features are also included. In his model he communicates to what extent the psychological contract will exist depends on, whether the employees feel they are treated fairly, do they trust their employer and has the employer delivered on a agreed deal.

This comparison of contracts was outlined by Kissler in 1994 and cited by Armstrong (2006) which highlights the differences between the old contract and the new as seen in the table below.

Old Employment Contract	New Employment Contract
Relationship is predetermined and imposed.	Relationship is mutual and negotiated.
You are who you work for and what you do.	You are defined by multiple roles, many external to the organisation.
Loyalty is defined by performance.	Loyalty is defined by output and quality.
Leaving is treason.	People and skills only needed when required.
Employees who do what they are told will work until retirement	Long-term employment is unlikely; expect and prepare for multiple relationships.

(Armstrong, 2006, p232)

Organisations recognise the importance of the psychological contract. They are developing normative and remunerative contracts as opposed to the coercive contracts they used in the past, including intrinsic (normative) and extrinsic (remunerative) features. By using these approaches, organisations are attempting to create a greater engagement and commitment from their employees (Bowditch, Buono and Stewart, 2008).

However, much research has shown that when a breach of the psychological contract occurs, where an employer fails to fulfil in the areas of fairness, trust and delivery of their end of the deal, it creates destructive consequences resulting in reduced organisational commitment, job satisfaction and will create a desire within the employee to leave (Bal et al., 2008). When a psychological contract is growing and being developed, organisational

commitment can be seen to be developing in line with it. Similarly, as Bal et al. (2008) discussed when a breach occurs in the psychological contract the destructive consequences naturally have a negative effect on the employee's organisational commitment.

2.2.3 Employee Engagement

Employee Engagement is defined as 'a positive, fulfilling, work-related state of mind, most commonly characterised by vigour, dedication and absorption' (Schaufeli et al., 2002, p. 74). While Anitha (2014) states employee engagement is the level of involvement and commitment an employee offers to an organisation. In addition, Sundaray (2011) highlights that individuals engaged in work will encourage colleagues to be engaged and improve their performance. According to Bakker and Demerouti (2008) employees will experience it through their work and those who are engaged will be highly motivated and energetic, carrying out tasks with more drive. Research has shown that when engaged employees are compared against employees with low levels of engagement, that they are more effective and satisfied in their job roles (Xanthopouloua et al., 2009).

Organisational commitment as mention earlier evolved to contain a range of attributes, one of which is employee engagement (Martin and Roodt, 2008). Field and Buitendach (2011) and Bakker and Demerouti (2008) both discuss that having engaged employees leads to employees being committed to the organisation. While Jackson, Rothmann and Van de Vijver (2006) also agree that individuals will be more committed to the organisation and role if they are engaged in their work. The overlap between employee engagement and organisational commitment can be seen below (Figure. 3) in the IES Model for Engagement created by The Institute for Employment Studies.

IES Model of Employee Engagement
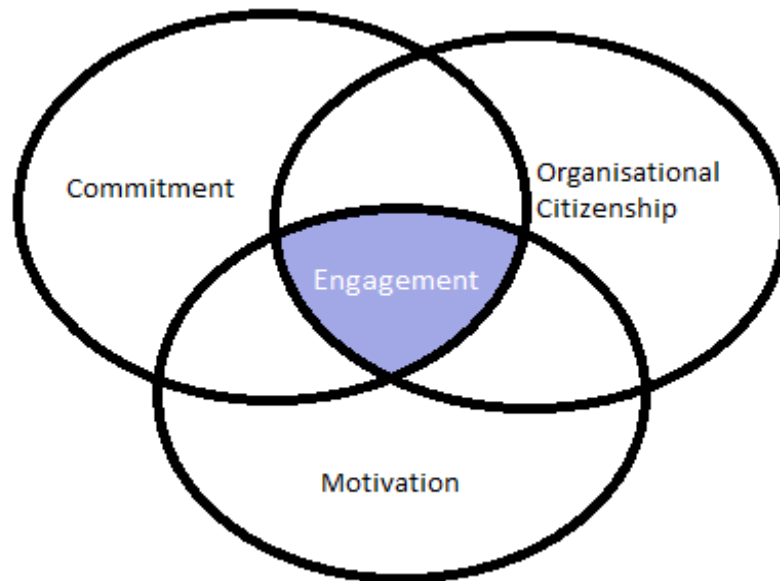
Figure 3: IES Model of Employee Engagement (Armstrong and Taylor, 2014, p.272)

It is essential that managers cultivate employee engagement in an organization as disengagement is the central issue to employee's lack of commitment (Aktouf, 1992). Therefore, organisations need to ensure employees and managers are mindful of emotional intelligence and being self-aware. Employees who lack in these areas may not be aware of their actions and how they affect others. To manage this correctly managers should be open to receiving feedback from their team on how they can improve and request it regularly from them to allow for an open and honest environment, while also showing appreciation for work they carry out. The former CEO of Campbell Soup Doug Conant was extremely aware of the influence of personal recognition and during his time at Campbell Soup had sent over 30,000 handwritten notes of appreciation to his employees (Porath and Pearson, 2013).

According to Williamson (2012), the way to create and improve employee engagement is about clear communication, creating positive relationships with co-workers, ensuring regular contact between the manager and their

team to develop trust and ask employees for their input when necessary especially when they will be affected directly. He believes that by managers asking employees what they are looking to achieve in their roles, by encouraging them, and asking what interests they may have for their future development this will naturally build employee's engagement, as the organisation has shown an interest in them.

Further studies by Crawford, Lepine and Rich (2010) has shown that employee engagement is heavily influenced by the job resources made available to the employees. However, their study mainly relied on the job characteristics model and did not take into account the effects of empowering leadership or an organisations hierarchical culture would have on employee engagement. Empowering leaders and managers allows freedom for employees to make their own decisions which improves their motivational factors, making them more proactive and emotionally engaged at work. Empowering leaders also create a supportive environment for learning opportunities and encourages self-development (Pearce and Sims, 2002).

Hierarchical culture in an organisation is an internally focused approach which requires a high level of maintenance and brings a robust culture due to its formalisation and high centralised structure. However, though this culture can create positive outcome in the workplace, research has shown regarding employee well-being a high hierarchical culture at work has some negative consequences (Biong, Nygaard and Silkoset, 2010). In addition, Chatman et al. (2014) highlighted a good organizational culture will support adaptability but the rigidity of hierarchical culture and levels of internal focus does not give employees much freedom.

While organisations look at the psychological and emotional elements regarding the development of organisational commitment, they have also had to adapt their company structure, work practices and the benefits they offer in an attempt to influence organisational commitment in newer generations (Alexander and Sysko, 2013).

A worldwide study conducted by Gallup (2017) through the years of 2014 to 2016 showed a very low rate of employee engagement where only 10% of residents employed are engaged in their work in Western Europe, meaning that they are enthusiastic about their job and work. It showed Norway to be the highest at 17% while Italy, France and Spain scored below 10%. In comparison to the world's highly engaged workforces such as the U.S. which showed a rate of 30% regarding employee engagement, it really highlights that the lack of employee engagement in organisations has become a major issue. Organisations experiencing a lack of engagement will naturally have their productivity affected which in turn effects the bottom line. In the U.S. this disengagement is estimated to cost $370 billion annually (Gallup, 2017). The challenge organisations are facing is to adapt to meet the changes in technological, social and economic developments. Once companies begin to improve in these areas, it is believed there will be a stimulation of growth in employee engagement and organisational commitment (Gallup, 2017).

Therefore, it is essential that workplace managers create and apply performance management schemes that are engagement based, strengths focused and performance orientated to be more successful (Alexander and Sysko, 2013). The results from Gallup (2017) report highlights the continuous issue that unhappy employees do not leave companies but leave due to their managers (Lipman, 2015). The top performing companies regarding the management of employees in the report, showed a rate of employee engagement to be at 70%, which highlights the potential that can be achieved, the improvement in productivity which can be made and the improvement in organisational commitment (Gallup, 2017).

The organisation Caterpillar Inc. conducted an employee engagement survey in 2002 which showed only half of their workforce were engaged in their jobs. After reviewing the results, implementing changes and focusing on employee engagement, in 2006 they were able to report more than 80% of their workforce were engaged in their work. This led to financial savings of $8.8 million annually which was due to an improvement in employee retention, an increase in productivity and a drop in absenteeism (Vance,

2006). This highlights further the importance to understand what drive's employee's organisational commitment.

2.2.4 Organisational Commitment Positive or Negative

Discussing organisational commitment has highlighted a number of positive characteristics both for the organisation and the employee. However, organizational commitment is also considered a significant contributor to stress related absenteeism from the work place or what can also be known as burnout (Begley and Cazjka, 1993; Cohen, 1993). The term burnout is referred to by Maslach and Jackson (1981) as a condition of emotional and physical exhaustion, which will include an increased feeling of low self-esteem, a loss of understanding to their role and a negative attitude to work resulting in poor service for customer and client. Employees can also become absorbed in their work this refers to employees who become so involved in their work that time passes unnoticed and they do not acknowledge what else is going on around them (Chughtai and Buckley, 2008). Schaufeli et al. (2002) stated that employees who reach this level of engagement will have difficult in switching off or detaching themselves from their job. Guest (2014) states that too much engagement or commitment from an employee can lead to burnout.

However, the stress or burnout a person may feel is defined by each individual employee and their level of organisational commitment will be a factor in their stress process. For example, the Begley and Cazjka (1993) study highlighted that commitment influenced the relationship between job dissatisfaction and stress meaning that when commitment is low, stress increases job dissatisfaction. In addition, Rothman's (2005) research demonstrated that employees found job control, various work aspects and work relationships a great cause of stress, which usually led to experiencing low organisational commitment. A study by Meyer et al. (2002) which looked at the relationship between stress and different types of commitment showed the relationship between lower stress

and affective commitment had a negative correlation whereas the relationship with continuance commitment had a positive correlation with stress.

Additionally Bakker, Albrecht and Leiter (2010) also discussed that an employee can become so committed and engaged they will take their work home with them which in turn affects their family commitments (Crawford et al., 2014). It is proposed that when an employee has children it introduces new responsibilities and demands. Balancing the demands between organisational commitments and family commitments can be difficult and result in a negative effect such as a loss in family time (Bedeian, Burke and Moffett, 1988). It has been considered as a bidirectional occurrence that can be classed as work-family conflict referring to work interfering with family responsibilities or family-work conflict where family interferes with work responsibilities (Netemeyer, Boles and McMurrian, 1996). However, research has revealed that work-family conflict affects organisational commitment (Aryee, Srinivas and Tan, 2005), burnout (Peeters et al., 2005), intention to quit (Simon et al., 2004) and job satisfaction (Perrewé et al., 1999).

Furthermore, Kondratuk et al. (2004) demonstrated how organizational commitment can be associated to a lack of personal growth within an employee, by staying with one organization they learn how that particular organization carries out the tasks, this does not allow them to see how other companies are carrying out tasks, what innovative techniques they are using and their different styles and approaches to achieving objectives. These types of experiences which will naturally develop and create growth within an individual.

While the literature highlights the positives for the organisation and for the employee in achieving organisational commitment, an appropriate balance needs to be in place to ensure the employee's health, development or personal life does not become extremely effected by the level of organisational commitment the employee demonstrates towards the organisation.

2.2.5 Organisational Commitment in Ireland

There have been vast amounts of studies and literature written on organisational commitment, however very little research has been conducted in Ireland on organisational commitment. There was a study called The National Workplace Survey conducted in 2003 and 2009 which included research regarding organisational commitment (O'Connell et al., 2009). According to the data collected by the Economic and Social Research Institute an overall growth in organisational commitment can be seen from 2003 when compared with 2009. The areas measured were broken down into the following:

  i. "I am willing to work harder than I have too, in order to help this organisation succeed.

  ii. I am proud to be working for this organisation.

  iii. I would turn down another job with more pay in order to stay with this organisation.

  iv. My values and the organisations values are very similar.

  v. I feel little loyalty to the organisation that I work for.

  vi. I would take almost any job to keep working for this organisation."

(O'Connell et al., 2009, p.9)

All of the above areas had an increase except for point v. "I feel little loyalty to the organisation I work for", which remained at the same level, notably point i. "I am willing to work harder than I have too, in order to help this organisation succeed", rose from 80% in 2003 to 89% 2009 (O'Connell et al., 2009, p.9). However, the downturn occurred during this time period which could mean that these increases are a reflection of an employee's uncertainty of the external labour market, therefore working hard and ensuring the organisations success could be an employee's attempt at ensuring their own job security. Overall, this suggested that the occurrence of economic insecurity will improve employee's attachment to their organisation due to

the uncertainty of the external jobs market (O'Connell et al., 2009). Now that the recession is over, will Generation Y present the same level of organisational commitment that existed in Irish workers in National Workplace Survey 2009?

2.3 Generation Y

The term generation refers to a group of individuals who are born into a particular span of time and are shaped by the events, developments and trends of this time. The differences that are seen in generations are also reflected in cultural differences, the members of society who are the youngest will be introduced to new and different values as culture changes (Twenge, Campbell and Freeman, 2012).

Madera and Kapoor (2011), Patterson (2007) and Weston (2006) state that the creation of generational groups are made up of individuals who share similar social and historical experiences. While members of each generation are unique, a collective personality trait tends to develop and impacts on how they live their lives including their response to organisations, authority, beliefs, values and desires, therefore the majority view the world and share similar experiences at that time. This then distinguishes one generation from another. These different generations have been categorised in the current work environment as Generation X, Generations Y or Millenniums and Generation Z (Madera and Kapoor, 2011). The exact years which make up these different generations varies across literature but Schroer (2008) states the general view is Generation X shares their birth years from 1966 to 1976, Generation Y or Millenniums from 1977 to 1994 and Generation Z from 1995 to 2012.

Research conducted by Hyllegrad et al. (2011), state that the difference between previous generations and Generation Y is down to the change in values in Generation Y. They are seen as more being more supportive of socially responsible organisations and social causes. While also showing higher trust levels towards others, they are more

tolerant and travelled more than most of their parents (Furlow, 2011). Castellano suggests, as cited by Civelek et al. (2017), that values stem from the family home and the intense interest Generation Y had from their families has influenced their characteristics. An environment where they were given constant praise and felt protected creating a confident and independent generation. Castellano feels that this overly fond environment has created individuals, who when faced with difficult problems, depend on other people to help them resolve the problem (Civelek et al., 2017).

A study conducted by The Pew Research Center (2007), revealed that 64% of Generation Y trust their family's recommendation, 64% require their parents help in their everyday work, 40% are still living with their families by choice and 73% received financial support in the past year from their families. Parents in this generation play a more active part in their children growing up than in previous generations which has influenced the traits of Generation Y (Pew Research Center, 2007).

The introduction of new generation's inevitably alters the employment landscape (Hyllegrad et al., 2011). According to Madera and Kapoor (2011), the introduction of Generation Y has seen a change from managing through a traditional hierarchy approach to encountering an independent, diverse and intelligent employee workforce which requires a different style of management from the traditional approach. Businesses need to understand the change in demographics, attitudes, social trends and personality behaviours to adapt successfully to Generation Y.

This generation are a new breed of employees that organisations need to manage. They are a generation who grew up in the age of advancing technology where everything is instant from communication, to access to information and constant media saturation (Naim and Lenka, 2017). Furthermore, Gursoy, Maier and Chi (2008) state Generation Y desire clear instructions, feedback on their performance, face to face job interactions and will ask questions to gain understanding. Although, they dislike rigid polices, inflexible working structure and controlling procedures. Members of Generation Y expect instant gratification and reward (Kerslake, 2005), they lack respect for authority which make them difficult to manage (Tulgan, 2009) and are considered demanding and selfish (Maxwell, Ogden and Broadbridge, 2010).

To gain a better understanding of Generation Y's desires regarding reward systems, Dwyer (2009) conducted interviews with Generation Y individuals and found for an organisation to maintain increased productivity levels, employee loyalty and good morale the interviewees wanted instant increases in pay along with other incentives and preferred short-term rewards. They have high salary expectations, expect promotions to occur swiftly, are success orientated and prefer companies with flexible work practices (Hogg, 2012).

In addition, Syrett and Lammiman (2003) describe Generation Y as well educated, individualistic, sophisticated, technologically savvy, structured and mature. While, they are also considered to be more concerned than previous generations about their quality of work-life rather than the income they earn. Seligman (2002) suggests that money as a central motivator has begun losing its power partly due to the people recognising that earning salaries beyond the level required for survival adds very little to their personal well-being.

Research carried out by Chao and Gardner (2007) on young adults demonstrated that they lack commitment or loyalty to companies. 65% of the people surveyed indicated they were likely to engage in job hopping in the early stage of their careers as in the past they had seen their parents and friends experience the effects of company downsizing and the loss of jobs or pay cuts. Therefore, the young adult's attitude is if companies are not loyal to their staff, why should these young adults feel an obligation to have commitment or loyalty to the company.

The study also highlighted the sense of entitlement that young adults have these days, with 50% of people surveyed holding themselves to a moderate or high belief in their superiority, which establishes that they have high expectations for themselves which they expect to be met by their companies (Chao and Gardner, 2007). The most common reason why young adults leave a job is not having the opportunity to develop. This generation are not willing to make compromises and will keep searching until these expectations of their ideal career are met (Kelan et al., 2009)

The decline in the Baby Boomer's Generations and the growth in Generation Y into the workforce has seen organisations adapt their work practices to manage their expectations (Madera and Kapoor, 2011). Ferri-Reed (2010) believes to maintain and improve Generation Y's commitment, organisational polices will need to be adjusted to meet their demands and as these individuals are focused on a work-life balance this may mean designing hybrid job roles or flexible work practices. Companies who will adjust working environments will ensure the creation of commitment or affiliation while maintaining consistent productivity and will be seen as the companies who are proactive in building their sustainability. Therefore, a greater understanding is required of the newer generations work related desires and values to create a beneficial relationship between employees and employers (Ferri-Reed, 2010).

Van Ness et al. (2010) also state that with the values changing of the workforce, human resource polices will need to adapt adjusting to the desires and principles if they intend to attract, grow, satisfy and retain the newer generations. The generation of baby boomers primary attraction to a workplace would have been perceived as prestige and money but what Generation Y desires from workplaces is very different, namely seeking relaxed dress codes, flexibility, acceptance of piercings and tattoos along with the use of personal computing and social media during working hours (Miller et al., 2013).

In summary, the findings in a study conducted by Hopkins and Stephenson (2017) sums up Generation Y which is they are high in self-confidence, determined to succeed, collaborative, competitive, they will engage in arguments but will also be willing to compromise, they do not like routine, "change" is considered a normal aspect of life, they are creative and have low affiliation to their organisations. Furthermore, the key factors to retaining Generation Y in the organisation is its image, reputation and development opportunities that are available (Hopkins and Stephenson, 2017). While Knight, Crutsinger and Kim (2006), believe Generation Y expectations need to be communicated, understood, managed and consistently measured to continuously strengthen their employee engagement and organisational commitment.

2.3.1 Generation Y in Ireland

The majority of the research on Generation Y has been conducted outside of Ireland, mainly in the United States. However, research conducted by Deloitte (2017) does give an insight into Generation Y in Ireland. The study included a representation of 200 respondents from Ireland and is called A Global Millennial Survey. It showed an increase between 2016 and 2017 in employee loyalty in Ireland. In 2016, 44% intended on moving in the next 2 years from their current employer, where as in 2017 38% intended on moving in the next 2 years from their current employer. The result of 38% is in line with the overall global result.

The study also showed a strong link between flexible working practices and engagement which improves the overall contribution to the performance of the business from Generation Y. However, the research conducted does not show the factors that will build organisational commitment in Generation Y in Ireland. The lack of research conducted leads to the question to what extent does Organisational Commitment exist in Generation Y in Ireland and are they influenced by the same factors which builds organisational commitment as other countries have demonstrated throughout the research.

2.3.2 Attracting, Recruiting and Retaining Generation Y

The "War for Talent" was conceptualised by Steven Hanking in 1997 and refers to the aggressive competition that takes place in the labour market regarding the attraction and retention of talented employees (Michaels et al., 2001). Firms such as Facebook and Google rely on human resources to create competitive advantage and improve performance, therefore they fight to attract this talent on a daily basis (Schuler et al., 2011). While Bhattacharya et al. (2008) state to be successful organisations must find ways of attracting, retaining and motivating a talented group of individuals as there is such limited talent in the labour market.

A study carried out by Alexander and Sysko (2013) in the United States demonstrated that Generation Y employees are committed to organizations with which they share similar values but they also believed the company should rotate around them as opposed to a mutual relationship occurring. Therefore, employers need to ensure they are attracting the right talent to fit into the organization which they want to retain and become loyal to the establishment.

A company needs to have a strong employer brand ensuring the correct image to attract and recruit talented individuals (Pilbeam and Corbridge, 2006). Employer branding was first hypothesised by Ambler and Barrow (1996), which resulted from marketing principles being applied to human resource management as a form of internal marketing.

Building an excellent employer brand creates an image in the mind of the labour market that the organization will be a "Great Place to Work" (Ewing, Pitt, de Bussy and Berthon, 2009). While Taylor (2014), Gittell, Seidner and Wimbush (2010) and Cable and Turban (2003) also confirmed company branding can be seen as a two-step process, firstly create a brand to attract new recruits and secondly the current employees naturally develop their organizational commitment through association with a prestige's brand.

Furthermore, Gkorezis, Mylonas and Petridou (2012) and Ciftcioglu (2011) demonstrated through research that an organization with an external appearance of prestige will improve existing employee commitment which has led to organizations adapting and changing to ensure a quality employer brand is perceived.

Companies are implementing changes to their workplace and office environments to retain staff and make their workplace a "Great Place to Work" introducing different benefits and facilities such as appealing working environments, gyms, sleeping pods, open channels of communication, cheap or free quality healthy meals, profit sharing schemes, continuous development opportunities, ensuring a Corporate Social Responsibility Strategy is in place and holding managers and leaders responsible for ensuring all staff are treated with respect (Kusuma and Madasu, 2015). This is definitely an attraction for Generation Y to apply to the organisation as it boasts a prestige's employer brand (Miller et al., 2013) and orchestrated carefully Winn (2013)

believes it can reduce employee turnover and increase employee identification, therefore creating an increased sense of organisational commitment. Companies developing Corporate Social Responsibility Strategies acknowledge the change in Generation Y's approach to work as they move away from the traditional baby boomers desires and fulfilments, becoming defined socially by their work (Casey, 1995), therefore having meaning in their work has outgrown the industrial organizational style and humans are thriving on contributing to the greater good (Wrzesniewski, 2003).

Levering (2000) one of the directors of the Great Place to Work Institute investigated what factors in the companies made them the top 100 Great Places to Work. He collected data from anonymous questionnaires and interviewed all levels within the organizations, speaking with many employees. Throughout his research he found the same phrases repeatedly occurring "there isn't much politics", "it's a friendly place", "it's like family", "it's more than a job" and "you get a fair shake". From the data that Levering (2000, p. 26) collected he defined a great place to work as "one in which you trust the people you work for, have pride in what you do and enjoy the people you are working with". The components which make up this culture are respect, credibility, camaraderie, pride, and fairness. It's these components that influence organizational commitment in the workplace and help to reduce staff turnover (Levering, 2000).While these changes are taking place within organisations their expectations of their employees has also changed (Chakraborty, 2009).

Businesses no longer operate Monday to Friday 9 - 5, the advances in technology and the growth in globalisation has made international business common practice (CIPD, 2015). Along with these developments a change has occurred in how companies view their employees recognising that they are the key to success rather than just a commodity. Therefore, ensuring employees are engaged with the organization will improve overall performance (Beardwell and Thompson, 2014; Meyer and Allen, 1991) which highlights further the importance of recruiting the right employees and retaining them. Mahal (2012) suggests a number of initiatives to establish commitment and improve retention such as open, welcoming relationships whereby

employees can discuss ideas or potential issues they are experiencing, creating job roles with a work/life balance, promotional opportunities, rewarding employees for completion of problematic tasks and creating a healthy environment for both mental and physical health.

In line with globalisation, Chakraborty (2009) highlights organisations' expectations of what employees they wish to recruit has advanced and they now expect employees to fill certain requirements. The modern day employee should be a conscious employee seeking continuous development. The growth of an employee is no longer the sole responsibility of the organisation but an integrated system of self-development, internal and external trainers, professional bodies or associations coming together to continuously develop the employee with a great emphasis on the employee to self-develop (Chakraborty, 2009).

Employee self-development has become an expectation from organisations and the changes in technology has allowed greater access to information and giving organisations more platforms, for example e-learning, to provide employees with information. Company budgets now include self-development as a portion of their planned costs (CIPD, 2017). While organisations expect employees to self-develop, Ovaska-Few (2017) believes organisations also desire well rounded employees with a diverse resume of challenging job roles, a social responsibility to society volunteering in various non-profit organisations (Grant, 2012), employees who have travelled and volunteered, experiencing different cultures while developing new sets of soft skills (McGloin and Georgeou, 2016). This diverse well rounded employee is now what the organisations expect when recruiting from Generation Y, as they will need to fit with the organisation's culture and carry out the job role requirements (Ovaska-Few, 2017).

It is therefore important that once an organisation makes the decision to employ an applicant, the company begins to build organizational commitment through motivational and psychological engagement (Guest, 2014). Research conducted by Rogers (2001) highlights employees who are engaged and loyal to an organisation are more likely to have a high performance output regarding sales, customer service, profitability, productivity while enhancing other employee's commitment and retention.

Companies will create and implement strategies to improve commitment, creating the organisations desired employee behaviour by crafting psychological links between the employee and organisational goals (Eisenhardt, 1985). However, Steger, Dik and Duffy (2012) state that while engagement and commitment at work are crucial for employee and organisational development, a lack of meaningful work can potentially make obtaining organisational commitment more difficult.

There are numerous reasons why organisations expectations of their workforce have changed, but with these changes occurring it has led also to the creation of an independent, confident set of employees in Generation Y, who have a belief their careers are fully in their control, therefore unwilling to settle for a positon that leaves them unsatisfied (Coolican, 2016). It's this belief and confidence that Generation Y have in their abilities and control over their careers that allows their commitment to fluctuate and make it more difficult for the organization to retain staff, which emphasises the belief Waiker, Sweet and Morgan (2016) that this confidence makes employees more decisive about leaving their jobs.

Armstrong and Kotler (2015) state that by just having good team morale, building an environment of trust, ensuring excellent lines of communication, treating people with respect and achieving stakeholder's expectations is enough to retain employees and build an employee's organisational commitment. While Wiley (2012) highlights that companies who engage with their employees carrying out employee surveys tend to have greater commitment and engagement from their staff.

The factors that influence attraction, retention and organisational commitment have been studied in detail on a global level, however the research in Ireland on what factors drive organisational commitment are limited. Are the factors that influence organisational commitment in Generation Y in Ireland the same factors shown in the research?

2.4 Conclusion

While there has been extensive research conducted on organisational commitment and Generation Y, there is a clear gap in the research regarding organisational commitment and Generation Y in Ireland. The National Work Survey (O'Connell et al., 2009) which touched on organisational commitment and the Deloitte: 2017 Millennial Survey - Republic of Ireland (2017) that researched aspects of loyalty are notable studies regarding organisational commitment. However, they did not investigate in-depth the extent of organisational commitment in Ireland or the factors that influence organisational commitment in Ireland.

The term organisational commitment as demonstrated has numerous subsections that can feed into the theory of organisational commitment such as the psychological contract, meaningful work, involvement, employee engagement, attachment and loyalty (Schaufeli and Bakker, 2010; Martin and Roodt, 2008; Guest, 1998; Mayer and Schoorman, 1998). There appears to be quite a number of concepts that relate to each other and appear to be very similar which is demonstrated in the above literature. For example, organisational commitment shares a link to the psychological contract, if an employee buys into the psychological contract this builds organizational commitment (Guest, 1998) and the same will apply to meaningful work, if an employee is carrying out meaningful work this can in turn build organisational commitment (Steger et al., 2012) and so on. The overlap of organisational commitment can also be seen regarding engagement in the IES Model of Engagement (Armstrong and Taylor, 2014).

Therefore, many definitions look at various components of organisational commitment which creates a problem as the different definitions are associated with different measurement approaches, making it challenging to compare results. However, regarding the term organisational commitment the literature review has made distinctions between it and other terms for example employee engagement, highlighting the link but also the distinction between the two terms.

The research into organizational commitment by Allen and Meyer (1990) created the organizational commitment questionnaire to measure and understand the level of

organizational commitment in employees which led to the development of Meyer and Allen's (1991) Three-Component Model. This questionnaire and model are considered the best measurement of organizational commitment (Bentein et al., 2005; Cohen, 2003). The researcher intends to apply Meyer and Allen's framework to gain an understanding into the extent of organisational commitment in Generation Y in Ireland.

Concerning Generation Y, the evidence from the literature demonstrates the benefits of employees being committed to organisations but also highlights the difficulties that organisations have in trying to create organisational commitment in Generation Y. As Ferri-Reed (2010) highlighted, the approaches organisations used in the past when managing previous generations clearly have to be adapted if they intended to have productive and committed employees.

The research shows Generation Y places a high importance on development, advancement, flexible work practices and on a work-life balance (Miller et al., 2013; Gursoy, et al., 2008). Organisations will have to react to Generation Y needs as they become the dominant generation in the workforce, otherwise these employees will become disengaged, lack organisational commitment and search for employment elsewhere (Kusuma and Madasu, 2015; Shaw and Fairhurst, 2008). It is evident from the literature that Generation Y have high expectations and lower levels of engagement and commitment then previous generations. Their expectations must be managed by the organisation, they need to ensure they make it clear to Generation Y what they expect from them and what will be offered in return for their work (Armstrong and Kotler, 2015). By maintaining these clear lines of communication and expectations the hope is to develop a committed and engaged employee.

What was also identified in the literature was the negative effects of being overly committed to an organization which can lead to interference in employee's personal and family life or burnout (Guest, 2014; Bakker et al., 2010). As organisations build commitment in employee's they also need to balance this commitment and recognise when an employee is being negatively affected by their organisational commitment (Crawford et al., 2014). It's both the organisation and the employee's responsibility to work together to avoid experiencing the negative effects of being overly committed.

Although there has been a vast amount of research carried out in relation to Generation Y, the research in Ireland is very limited regarding Generation Y and the factors that improve organisational commitment. The researcher intends to investigate this gap in the research and identify to what extent organisational commitment exists in Generation Y and are the factors that drive organisational commitment similar to the findings in the literature.

3. The Research Aims and Objectives

3.1 The Research Aims

This section of the dissertation will outline the aims and objectives that will be identified in this study through a quantitative approach. The author wishes to gain an understanding into the "bond or linkage of the individual to the organisation" (Martin and Roodt, 2008 p.24). The main research aim of this study is

"To investigate to what extent Organisational Commitment exists in Generation Y in Ireland and What are the Factors that Influence It."

From the research shown in the literature review, this dissertation intends to add to the current body of work by acquiring a deeper knowledge through the research, the extent of organisational commitment existing in Generation Y in Ireland and what are the factors that influence it. The researcher anticipates that the primary data collected on Generation Y in Ireland may follow the norms that have been found through research conducted in other countries such as America (Meyer and Allen, 1991), Belgium (Vandenberghe, 1996), Turkey (Wasti, 1999) and a global study conducted by Gutierrez et al. (2012) including fifty seven countries.

The purpose for conducting this research is to show that while the secondary data, the literature review, demonstrates much research carried out in the area of organisational commitment and Generation Y, very little research has taken place in Ireland. Therefore, this highlights a gap in the literature regarding to what extent organisational commitment exists in Generation Y in Ireland and what are the factors that influence it.

3.2 Research Objectives

The research objectives are as follows:

1) To identify the extent to which Organisational Commitment exists in Generation Y in Ireland.

2) To identify if Generation Y in Ireland feels their organisation attempts to build commitment.

3) To identify what are the factors that influence Organisational Commitment in Generation Y in Ireland.

3.3 Hypothesis

The hypotheses are formed from the above literature and research. The first hypothesis of this study is in relation to what extent Organisational Commitment exists in Generation Y. The hypothesis is:

H1: The extent of organisational commitment in Generation Y in Ireland will be low.

The second hypothesis of this study is in relation to Generation Y in Ireland feeling that the organisation they work for attempts to build commitment. The hypothesis is:

H2: Generation Y in Ireland will feel that the organisation they work for attempts to build commitment from them.

The third and final hypothesis of this study is in relation to identifying the factors that can influence Generation Y in Ireland. The hypothesis is:

H3: The factors that will influence commitment in employees will be the benefits that an organisation offers and the type of relationship they have with their line manager and colleagues.

3.4 Significance of the Study

The author wanted to conduct the research to add to the current body of academic work that has been carried out on organisational commitment and Generation Y. The aim is for companies to be able to gain an understanding of the extent of organisational commitment that exists in Generation Y in Ireland, while also gaining an understanding of the factors that influence Generation Y in Ireland.

4. Research Methodology

4.1 Introduction

This chapter will demonstrate how the research study was designed, the reasoning behind the design for the study and the strategy adopted. The population and sample selection is also explored, along with outlining the ethical considerations. This research project will be developed using a quantitative, cross-sectional survey methodology (Bryman and Bell, 2015; Quinlan, 2011). "Survey research comprises a cross-sectional design in relation to which data collected predominately by questionnaire or interview on more than one case and at a single point in time in order to collect a quantitative or quantifiable data in connection with two or more variables, which are then examined to detect patterns of association" (Bryman and Bell, 2015 p.63). When conducting a research project where upon the author wishes to engage a large population, it's not possible to engage each individual of the population in-depth. The researcher must design an instrument which allows for a wide-ranging approach to studying the phenomenon, by means of a large number of participants. A survey research methodology is a suitable research methodology in such research (Quinlan, 2011).

The phenomenon that is being researched in this study is the extent of organisational commitment in Generation Y and the factors that influence it in Ireland. As the researcher is attempting to gain an understanding into a generation in Ireland, it was felt a sample as large as possible of that population was required for the research. Therefore, doing in-depth interviews would not have gained a broad range of results across a generation as a survey would produce in the restricted time available. A survey methodology would identify across broad range of various industry sectors the extent of organisational commitment and what are the factors that drive organisational commitment in Generation Y in Ireland. This approach of measurement as highlighted by Bryman and Bell (2015), also helps the

researcher to discover small differences between subjects of the sample population regarding the characteristics that are being researched, while providing a consistent method of approach for demonstrating differences and assessing the differences. This produces more precise calculations of the level of association between concepts.

These results identified through the survey could be used by organisations to understand to what extent commitment exists in Generation Y employees and what approaches to implement in order to improve organisational commitment, which will be presented in the final chapter of this dissertation.

4.2 Research Philosophy

When the author reviews and chooses a method of data collection, the purpose is to gain an understanding and knowledge into their research topic. All research projects will be supported by a philosophical framework, a global view within which the study is positioned (Quinlan, 2011). While Saunders et al. (2015) believed that the chosen research philosophy is clearly influenced by the aims and objectives of the author.

There are two philosophies that can be adopted in research which are Ontology and Epistemology. Ontology refers to the aspects of social entities, it is seen as the "study of being, the nature of being and our ways of being in the world" (Quinlan, 2011, p.95). The two main components of Ontology are objectivism and subjectivism. Burrell and Morgan as cited in Bryman and Bell (2015) created paradigms to understand these concepts. They suggest that objectivism looks at the external viewpoint from which an organisation can be viewed while subjectivism looks at an organisation as a socially fabricated creation, a label used by persons to make sense of their experience. The ontological view of objectivism will be the view held by the researcher for this study as identifying the levels of affective, continuance and normative commitment in Generation Y will require proof of the facts which are objective and have has no relationship or reference toward the researcher.

Similarly, the same will apply to identifying if organisations attempt to build commitment and the factors that influence organisational commitment in Generation Y in Ireland.

Epistemology refers to what is considered acceptable understanding within an area of research (Bryman and Bell, 2015). It is made up of three components; Social Constructionism, Positivism and Interpretivism. A social constructionism approach refers to social occurrences developing within social contexts and its individuals creating their own realities (Quinlan, 2011). A positivism approach refers to an author drawing on information gained from experiences like a natural scientist (Saunders et al., 2015), while an interpretivist attempts to understand the world from the viewpoint of the subject, taking an empathetic approach to the research. The interpretivism approach which is researching social sciences such as people, is believed to be very different from the positivism approach researching natural sciences (Bryman and Bell, 2015). The epistemological approaches which were deliberated by the author for this research was interpretivism and positivism.

The use of a positivism approach will focus on existing research to create hypotheses regarding the research aims and objectives, while also being focused towards gaining data that can be quantified and statistically evaluated. The hypotheses created in the research will be tested to gain an understanding into the results and a validation made for it to be accepted or rejected (Saunders et al., 2015), referring to a deductive research approach. The epistemological approach of positivism will be used in this study as it will allow the researcher to test the pre-determined hypothesises which have been formulated for this research by comparing and contrasting dependent and independent variables. This approach has been used numerous times in previous studies such as Hackett et al. (1994), Vandenberghe (1996), Wasti (1999) and Gutierrez et al. (2012) which have been identified in the literature review.

Contained within these research methods the data can be viewed in an inductive or deductive manner. An inductive approach is interpreting the data from the top down, however a deductive approach uncovers results as the

research develops. Qualitative methods are seen as inductive while quantitative methods are seen as deductive (Saunders et al., 2015). In conclusion, for this research the author will be taking the ontological view of objectivism, the epistemological view of positivism and a deductive approach as it is generally linked with positivism and objectivism.

4.3 Population of the Study

This research will be a human study which will draw on one source, the population of Generation Y in Ireland for the data, which as of the most up to date C.S.O (2016) report in 2016 shows the population of Generation Y as defined by Schroer (2008) to be 1,302,769 in Ireland. When a researcher is designing a research study it is their decision on what is the definition of the population (Quinlan, 2011). In this study the researcher is using the population of Generation Y as defined by Schroer (2008) which is anyone born on or between the years of 1977 to 1994.

The reason the author selected this population to examine is due to them becoming the dominant generation in the workforce surpassing the Baby Boomer Generation and Generation X (Madera and Kapoor, 2011). Therefore, the author felt it was more relevant to investigate the extent of their organisational commitment and factors that influence organisational commitment in them as opposed to the declining Baby Boomer Generation and Generation X or the incoming generation known as Generation Z who have only begun to enter the labour market (Bencsik et al., 2016).

4.4 Sample and Sampling Method

The sampling approach the researcher will be using will be a non-probability sample instead of a probability sample as every participant does not stand an equal chance of being chosen and the sample selected from the population under certain conditions will be a representative of that population (Bryman

and Bell, 2015). Using a non-probability sampling approach means that generalisation of the results will not be made about the population but about the theory, therefore a sample size will be determined by the research questions and objectives (Saunders et al., 2015). The decision to work with the entire population or a sample will depend on the population's size, the time frame available to conduct the study and the requirement from the research (Quinlan, 2011).

To attempt to include the entire population of Generation Y in Ireland within the time frame given and the resources available is beyond the scope of the author. Therefore, a convenience sample, meaning persons who are easiest to include (Saunders et al., 2015), of the population of Generation Y in Ireland was chosen for the research. In the authors case this refers to students, friends, family, colleagues and other people that fit to the Generation Y definition in Ireland.

The intended sample size for the study was to be 100 participants making up the population of Generation Y across a number of industry sectors in Ireland. According to the Central Statistics Office (CSO), this sample of the total 1,302,769 population (CSO, 2016) of Generation Y, as defined by Schroer (2008) in Ireland, would allow for a margin of error of 10% at a confidence level of 95% (SurveyMonkey.com, 2018).

The questionnaires will be distributed to members of Generation Y in Ireland who are born between the years of 1977 to 1994, classed as Generation Y (Schroer, 2008). This refers to the inclusion criteria to participate in this study, individuals who do not fit in this age criteria are therefore not part of Generation Y and cannot contribute to the research as they are excluded from the sample (Saunders et al., 2015). The sample will help gain an understanding into the extent of organisational commitment in Generation Y while including a range of different industry sectors to help understand if particular sectors have a greater extent of organisational commitment then others. It will also help identify from the sample the factors that will enhance or influence organisational commitment in Generation Y in Ireland.

While Bryman and Bell state that convenience sampling is the least reliable design method due to its limitations regarding its generalisability and its lack of ability to ensure precision, they do highlight it can produce interesting data. However, Blumberg, Cooper and Schindler (2014), believe convenience sampling is still a beneficial method as it is used to exam philosophies about a particular topic of interest. In summary, the findings from this research will be relevant to the sample and may not be a complete representation of population of Generation Y in Ireland, as a non-probability sample cannot be generalised.

The final sample population for the research ended up being a total of 137 participants from Generation Y which were analysed. From these participant 74 were female, accounting for 54% of overall responses and the other 63 were male accounting for the remaining 46% of responses.

4.5 Research Design and Data Collection Methods

The research design chosen was used as it was felt the best fit for the time frame given to gather the research, while also being an appropriate tool in the researcher's limited resources for investigating the area of research. A survey methodology would identify across a broad range of various industry sectors the extent of organisational commitment and what are the factors that drive organisational commitment in Generation Y in Ireland. The quantitative method chosen for this research is an online questionnaire. The author decided on this approach as it enabled the collection of a vast amount of data which would have a low likelihood of distortion from a large population (Bryman and Bell, 2015) in the time frame available. While, as highlighted in the literature review other authors such as Gutierrez et al. (2012), Redman and Snape (2005) and Cohen (2003) have previously conducted research on the topic of organizational commitment using Allen and Meyer's (1990) questionnaire as opposed to interviews.

Furthermore, by collecting the data through questionnaires it allows for a much larger population of participants to fill in the questionnaires in their

own time rather than the author scheduling one to one interviews. Collecting the information through an anonymous questionnaire was believed by the author to be the best approach in achieving as accurate answers as possible from the participants, as they are aware of their complete anonymity, therefore they are willing to be more open in their answers.

The questionnaire is divided into three sections, the first section identifies the demographics of the population, the second section is a highly recognised thoroughly validated academic tool of measurement for organizational commitment (Allen and Meyer, 1990), according to Bentein et al. (2005) and Cohen (2003) they consider it the leading questionnaire and model in relation to researching organizational commitment. The author of this research believed with its proven history, it would be an appropriate tool to use and would target each aspect of organisational commitment.

The second section of the questionnaire breaks down the levels of organisational commitment into affective commitment scale, continuance commitment scale and normative commitment scale. The participants of the questionnaire are given a set of statements such as "I think that I could easily become as attached to another organisation as I am to this one" and use a response from a Likert Scale labelled 1 to 7 where 1 refers to the participant strongly disagreeing with the statement to 7 where the participant strongly agrees with the statement. The study in question has a supported score reliability, where upon the coefficient alpha values are all above acceptable levels, normative commitment scale scoring 0.83, continuance commitment scale 0.75 and affective commitment scale 0.87 (Allen and Meyer, 1990). There were some questions which were reverse coded for negatively worded statements, scoring for the negatively worded statements are reversed. This has been highlighted on the questionnaire which can be seen in the appendices on page 105. The constructs of its validity has been proven in Europe (Bentein et al., 2005; Vandenberghe, 1996), the Middle East (Yousef, 2002; Wasti, 1999) and North America (Meyer and Allen, 1997).

The third section of the questionnaire identifies the factors and job aspects that influence organisational commitment. In this section the Attractiveness

of Job Attributes questionnaire (Cable and Judge, 1996) is used, which is a measure to assess evaluations of specific job aspects. This questionnaire was chosen to identify the factors and job aspects that influence organisational commitment within Generation Y in Ireland. This questionnaire was chosen as it came from an educational source meaning it has already been thoroughly validated, while the survey also captures a number of the aspects identified in the literature review. As in section 2, participants were given a set of job aspects such as "the location of the company" and use a response from a Likert Scale labelled 1 to 5 where 1 refers to the participant considering the job aspect to be very unfavourable in relation to influencing their organisational commitment to 5 where the participant considers the job aspect to be extremely favourable in relation to influencing their organisational commitment.

The questionnaire was created online using the Survey Monkey website (www.surveymonkey.com). Online surveys are a commonly used method of distribution and effective when the survey population has the knowledge and access to the technology (Quinlan, 2011). The survey began with an introduction explaining the reasons behind conducting the questionnaire while also highlighting the privacy, confidentiality and anonymity of the questionnaire. Participants were encouraged to email the author with any queries they may have regarding the questionnaire. The web link was emailed out to the population sample and left open for three weeks. Each question was created in a manner so that all questions would be completed before exiting the survey.

4.6 Pilot Study for the Questionnaire

A pilot questionnaire was conducted with five members who were not part of the sample of Generation Y. This was carried out to ensure the questions were comprehensible and clear, while also testing the information the questions gather is the relevant information for the research. Pilot studies can be very

helpful when collecting research based on self-completion surveys as the interviewer is not present to clarify any issues (Bryman and Bell, 2015).

The questionnaire was piloted one week in advance of the launch of the questionnaire to allow enough time to review the feedback and make any necessary modifications. However, the test pilot did not highlight any issues with the questionnaire and no modifications had to be made to it.

4.7 Data Analysis

The data collected through Survey Monkey was imported to Microsoft Excel where the alteration of the labels to key coding numbers occurred allowing the information to be compatible with SPSS Software. This data was then interpreted through the use of the SPSS Software, where upon the software presented frequencies on each set of data variables and the results were obtained. The results were then analysed to identify the extent of organisational commitment existing in Generation Y in Ireland and what are the factors that influence it. Organisations may be able to use this data to gain an understanding into Generation Y and introduce new strategies to improve organisational commitment in Generation Y in Ireland.

4.8 Validity and Reliability

The word validity in research refers to how logical, valid, truthful, robust, sound, meaningful and useful the research can be, whereas the word reliability in research refers how dependable the research is and to what degree the study can be repeated producing the same constant results (Quinlan, 2011).

The data gathered through the questionnaire was tested using Cronbach's Alpha to ensure its reliability. The internal reliability of all the scales are tested by calculating the average of all potential split half reliable

coefficients, which is known as the split-half method (Quinlan, 2011). The range of the alpha coefficient can be between 0 which demonstrates no internal reliability and 1 which shows perfect internal reliability. An acceptable score on the internal reliability scale can be classed at .80 (Quinlan, 2011), however some researchers claim that a score of .70 is acceptable (Bryman and Bell, 2015). The scales in this research study all produced a Cronbach alpha above .70 highlighting that the scales have good internal reliability. The reliability results can be found in the appendices of this dissertation on page 118 and 119.

4.9 Ethics

Ethics is seen as a process of rational thinking in terms of doing the right thing and throughout the research process many ethical issues were encountered in the methodology selection, interaction with participants, the data collection, processing and storage while also including the conclusion and final write up (Quinlan, 2011). Diener and Crandall in 1978 broke down the principles of ethics, as cited in Bryman and Bell (2015, p.134), into four main areas. These four areas are "whether there is harm to participants, whether there is a lack of informed consent, whether there is an invasion of privacy and whether deception is involved".

From the beginning of this research project careful consideration has been given regarding research ethics. When creating the proposal, the National College of Ireland's Ethical Guidelines and Procedures for Research involving Human Participants was referred too. The consent to participate was given much consideration. A cover page clearly outlining in detail the information required by the participant and what was involved in participating in the survey was first presented to each participant, which can be seen in the appendices on page 114. The participant was aware by clicking ok at end of this cover page the survey would start and they were consenting to part take in the survey.

The cover page also informed the participant the purpose the research and that their participation in the research study is voluntary. They could withdraw from the survey at any time if they did not wish to finish it. The questionnaire is completely anonymous, no personally identifiable information would be collected such as email addresses, names, or IP addresses. The data collected would be used only for this study and would be treated in the utmost confidentiality. Their data would be stored securely and the results would be used only for academic purposes. The researchers email was also included should any of the participants require further information on the research study.

These provisions were put in place to ensure that all the ethical principles were followed and no harm, lack of informed consent, deception or invasion of privacy was caused.

4.10 Limitations

While attempting to identify the extent of organisational commitment in Generation Y and the factors that influence it, the author realises that achieving valid results over such a large population which is then broken down by industry sector poses quite a difficulty. The data collected for this research was through a non-probability convenience sampling method. This was due to the lack of time and resources to carry out a probability sample on the whole population of Generation Y.

Therefore, the validity of the results can be called into question as it is not possible to generalise the findings (Bryman and Bell, 2015). The use of a convenience sample can be an indication of the results (Saunders et al., 2015), however in this research the more Generation Y participants in the population sample, the greater the validity of the results. There was not a representative number of participants of the population in this study due to the time constraints, which is a critical aspect to be aware of when considering the reliability of the results.

The use of a self-reporting questionnaire also poses the problem that the answers the research generates may not be entirely honest. If the author had taken a qualitative approach, while not reaching as broad an audience as the use of a quantitative approach allowed, a qualitative approach would have allowed for a more in-depth study on particular subjects of a population.

In hindsight, conducting the research in a large specific organisation while also including the various management levels within the organisation and using a simple random sample as each member would have an equal chance of selection, would have been a much better representation of a population (Saunders et al., 2015), while also identifying if levels of organisational commitment varies depending on the position within the organisation.

It is also important to be aware of the criticisms and limitations of quantitative research as demonstrated by Bryman and Bell (2015, p.179):

- "Quantitative researchers fail to distinguish people and social institutions from the world of nature.
- The measurement process possesses an artificial and spurious sense of precision and accuracy.
- The reliance on instruments and procedures hinders the connection between research and everyday life.
- The analysis of relationships between variables creates a static view of social life that is independent of people's lives."

5. Results and Main Findings

5.1 Introduction

This chapter will begin by looking at the demographics of the research and then the normality of the distributions of each of the scales will be demonstrated through histograms and by calculating the skewness and kurtosis. An examination of the results from the Allen and Meyer's (1990) questionnaire will identify the extent of organisational commitment in Generation Y in Ireland using Single Sample Tests and the Wilcoxon Signed Rank Test. A correlation analysis will also be carried out on the various forms of commitment to identify any relationship between the various aspects.

An investigation into the results will also demonstrate if Generation Y feels organisations attempt to build commitment which will be shown through the use of the mean statistical analysis, while ANOVA testing will highlight any effect it may have on the other scales. The final section will look at the results of the factors that influence organisational commitment/job attributes which were analysed statistically by the mean. The results of the normality of the distribution will be demonstrated through histograms and by calculating the skewness and kurtosis. Finally, correlation analysis was also conducted to identify any relationship between job attributes and the various aspects of commitment.

The purpose of these statistical tests is to address the different aims and objectives. Further calculations and results tables can be found in the appendices of this dissertation on page 117.

Before beginning the analysis of the results, a review of the research objectives can be seen below:

1) To identify the extent to which Organisational Commitment exists in Generation Y in Ireland.

2) To identify if Generation Y in Ireland feels their organisation attempts to build commitment.

3) To identify what are the factors that influence Organisational Commitment in Generation Y in Ireland.

5.2 Demographic Results

There were a total of 137 participants in the survey which were all members of Generation Y. When broken down by gender, there were 63 males and 74 females. They worked in a range of different employment sectors but the highest contributing sector within the survey was the finance and financial services sector with 25 participants.

5.3 Investigating the Extent of Organisational Commitment in Generation Y in Ireland

The tests for Cronbach alpha were conducted on all scales of the Allen and Meyer (1990) Organizational Commitment Questionnaire and the Cronbach alpha test was conducted on the combined scales. All results were above .70 which demonstrates consistency and reliability of Allen and Meyer's questionnaire. This demonstrates that the O.C.Q and model is accurate and valid and can be applied to an Irish setting. The Cronbach alpha results can be seen in appendices on pages 118 and 119. The next step was to examine the normality of distribution of the various aspects of commitment.

5.3.1 Allen and Meyer's O.C.Q: Normality of Distribution

The histograms below in tables 1, 2 and 3 demonstrate the overall distribution for affective, continuance and normative commitment.

Table 1. A Histogram of Affective Commitment Normality Results

Histogram: Affective Commitment in Generation Y

Mean = 3.88
Std. Dev. = 1.203
N = 137
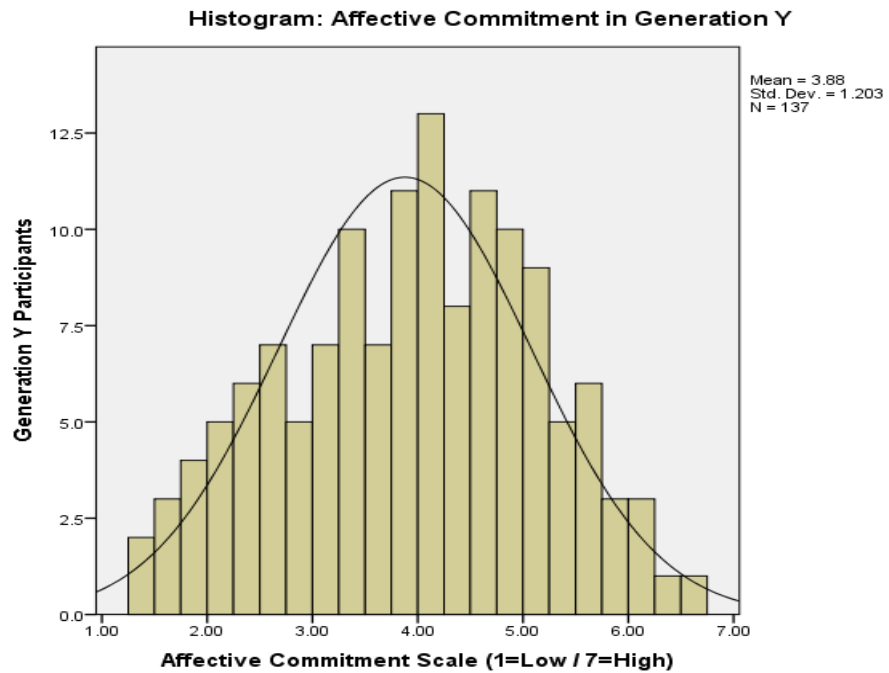
Table 2. A Histogram of Continuance Commitment Normality Results

Histogram: Continuance Commitment in Generation Y — Normal

Mean = 4.09
Std. Dev. = 1.128
N = 137
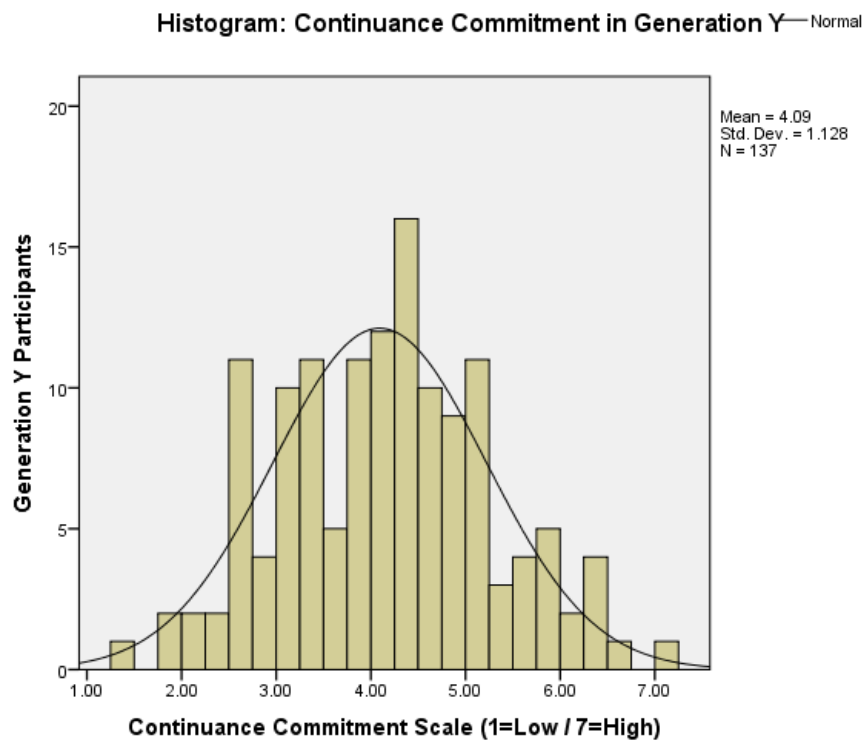
Table 3. A Histogram of Normative Commitment Normality Results

Histogram: Normative Commitment in Generation Y — Normal

Mean = 3.43
Std. Dev. = .977
N = 137
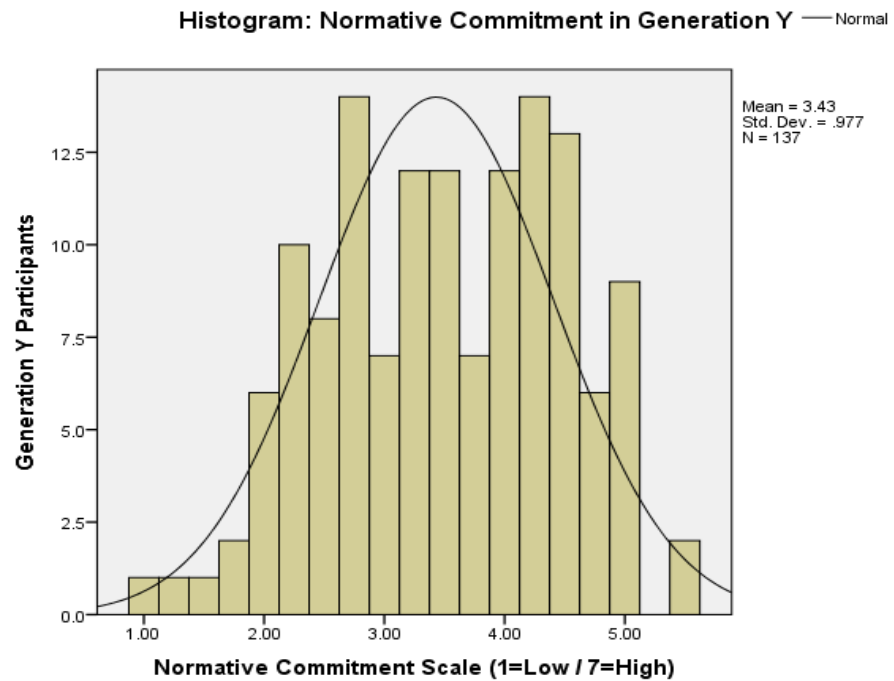
The histograms demonstrate the normality of the data from a visual perspective but to check normality of distributions with greater statistical accuracy, the skewness is divided by the standard error of the skewness and kurtosis is divided by the standard error of the kurtosis. This was carried out manually and all the results fell between -2 and +2 which is considered to be normal distribution (George and Mallery, 2010).

An additional more robust test to check the normality of distribution was carried out called the Shapiro-Wilks test. In this case affective and continuance commitment both presented results p values greater than .05, which is considered the level of significance. These results meant no significant departure from normality was found and parametric testing can be carried out on these two scales. However, normative commitment presented a value of p = .028 which is less the .05, meaning with 95% confidence the data does not fit the normal distribution and therefore a non-parametric test must be carried out instead of a parametric test. These results can be seen in the appendices on page 120 to 123.

5.3.2 Allen and Meyer's O.C.Q: Statistical Analysis

The first objective of the research is to identify the extent to which organisational commitment exists in Generation Y in Ireland. Table 4 below shows the statistical results from Allen and Meyer's (1990) Organizational Commitment Questionnaire.

Table 4. Statistics from Allen and Meyer's Organizational Commitment Questionnaire

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Affective_Commitment	137	1.38	6.50	3.8777	1.20340
Continuance_Commitment	137	1.38	7.00	4.0931	1.12776
Normative_Commitment	137	1.00	5.50	3.4325	.97664
Valid N (listwise)	137				

Meyer and Allen (2004) stated that the commitment scores are interpreted by assessing the mean scores and the level of dispersion surrounding the mean. This was also confirmed by Dr Nathalie Allen by email which can be found in the appendices on page number 116. From the results affective commitment presented a mean score of 3.88, this is representative of Generation Y being undecided in their positive emotional attachment to the organisation. Concerning continuance commitment which resulted in a mean score of 4.09, is also representative of Generation Y being undecided in their belief that they have to stay at their organisation and in relation to normative commitment achieving a mean of 3.43, represents Generation Y slightly disagreeing with the feeling that they ought to stay at their organisation.

Although to gain further statistical analysis, a parametric test called Single Sample Test was also carried out on the affective and continuance commitment. As normative failed normality of distribution, a non-parametric test called the called the Wilcoxon Signed Rank Test was conducted. The test

variable used to conduct these tests was 4 as it represented the undecided response level. For example, regarding affective commitment, if Generation Y were to have an emotional attachment towards their organisation the result would be greater than 4, similarly if they were not to have an emotional attachment to their organisation it would be less than 4. The same applies for continuance commitment. The results shown in tables 5 and 6 show affective commitment, $M(137) = 3.89$, $p = .236$ and continuance commitment, $M(137) = 4.09$, $p = .336$ are considered not statistical significant as the p value is greater than .05.

Table 5. Affective, Continuance and Normative Commitment: One-Sample Statistics

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Affective_Commitment	137	3.8777	1.20340	.10281
Continuance_Commitment	137	4.0931	1.12776	.09635
Normative_Commitment	137	3.4325	.97664	.08344

Table 6. Affective, Continuance and Normative Commitment: One-Sample Test

One-Sample Test

					Test Value = 4	
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Affective_Commitment	-1.189	136	.236	-.12226	-.3256	.0811
Continuance_Commitment	.966	136	.336	.09307	-.0975	.2836

As normative commitment failed the normality of distribution test a non-parametric test called the Wilcoxon Signed Rank Test was conducted. Table 7 normative commitment demonstrates a mean of 3.43 and table 8

demonstrates a significant statistical result from the Wilcoxon Signed Rank Test which presents a p value = .000 which is less the .05.

The Wilcoxon Signed-Ranks Test indicated that Normative Commitment was statistically significantly lower than the median value of 4, $Z = 3.43$, $p < .000$. Therefore, Generation Y are slightly disagreeing with the feeling that they ought to stay at their organisation.

Table 7. Normative Commitment: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Normative_Commitment	137	1.00	5.50	3.4325	.97664

Table 8. Normative Commitment: Wilcoxon Signed Rank Test

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Normative_Commitment equals 4.00.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

In summary, these findings demonstrate that Generation Y in Ireland are undecided in their commitment towards their organisations regarding affective commitment, while also being undecided in feelings that they have to stay at their organisation in relation to continuance commitment, which are not consider significant findings. Although Generation Y in Ireland slightly disagree with the feeling that they are obliged to stay at their organisation regarding normative commitment, which is considered a slight significant finding.

5.3.3 Allen and Meyer's O.C.Q: Correlation Analysis

Correlation Analysis of Affective and Continuance Commitment

Correlation analysis is conducted to identify a relationship between affective and continuance commitment. This is conducted to see if affective commitment, a participant's positive emotional attachment to the organisation, has an association with continuance commitment, a participant's belief that they have to stay at their organisation, in Generation Y in Ireland. The Pearson's Correlation Coefficient is used to measure this association between the two scales.

The Pearson's Correlation coefficient (r) is measured in the range from -1 to 1. If r is -1 it indicates a perfect negative linear relationship between variables, if r is 0 it indicated no linear relationship between variables and if r is +1 it indicates a positive linear relationship between variables. In table 9 below it shows r is being reported as .212, this demonstrates a slightly positive linear relationship between affective and continuance commitment which can also be seen in the scatter plot in the appendices on page 124.

The null hypothesis associated with correlation analysis is that there is no statistical association, similarly the alternative is that there is statistical association. For the null hypothesis to be rejected the significance of the test must be less than $p < .05$. The result in table 9 presents an outcome of $p = .013$. Therefore, the null hypothesis can be rejected highlighting there is a slight statistical association between affective and continuance commitment.

In summary, a Pearson correlation coefficient revealed a significant correlation between affective and continuance commitment, $r(137) = .212$, $p = .13$. However, even though there is a slight statistical association it cannot be assumed that a participant's emotional attachment to an organisation will be slightly influenced by their belief that they have to stay with an organisation.

Table 9. Affective and Continuance Commitment: Correlation

Correlations

		Affective_Commitment	Continuance_Commitment
Affective_Commitment	Pearson Correlation	1	.212[*]
	Sig. (2-tailed)		.013
	N	137	137
Continuance_Commitment	Pearson Correlation	.212[*]	1
	Sig. (2-tailed)	.013	
	N	137	137

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation Analysis of Affective and Normative Commitment

Table 10 shown below examines the correlation between affective and normative commitment. The table shows r is reported as r = .344, this demonstrates a moderately positive linear relationship between affective and normative commitment which can also be seen in the scatter plot in the appendices on page 124.

The result in table 10 presents a result of p = .000 which is less than p < .05. Therefore, the null hypothesis can be rejected highlighting there is a slight statistical association between affective and normative commitment.

In summary, a Pearson correlation coefficient revealed a significant correlation between affective and normative commitment, r(137) = .344, p = .000. Hence, a participant's emotional attachment to an organisation will be moderately influenced by their feeling that they ought to stay at their organisation.

Table 10. Affective and Normative Commitment: Correlation

Correlations

		Affective_Commitment	Normative_Commitment
Affective_Commitment	Pearson Correlation	1	.344[**]
	Sig. (2-tailed)		.000
	N	137	137
Normative_Commitment	Pearson Correlation	.344[**]	1
	Sig. (2-tailed)	.000	
	N	137	137

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

Correlation Analysis of Continuance and Normative Commitment

Table 11 shown below examines the correlation between continuance and normative commitment. The table shows r is reported as r = .248 which falls between 0 and 1, this indicates a slightly positive linear relationship between continuance and normative commitment which can also be seen in the scatter plot in the appendices on page 125.

The result in table 11 presents a result of p = .004 which is less than p < .05. Therefore, the null hypothesis can be rejected highlighting there is slight statistical association between continuance and normative commitment.

In summary, a Pearson correlation coefficient revealed a significant correlation between continuance and normative commitment, r(137) = .248, p = .004. However, even though there is a slight statistical association it cannot be assumed that a participant's belief that they have to stay with an organisation, will be slightly influenced by the feeling that they ought to stay at the organisation.

Table 11. Continuance and Normative Commitment: Correlation

Correlations

		Continuance_Commitment	Normative_Commitment
Continuance_Commitment	Pearson Correlation	1	.248[**]
	Sig. (2-tailed)		.004
	N	137	137
Normative_Commitment	Pearson Correlation	.248[**]	1
	Sig. (2-tailed)	.004	
	N	137	137

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

5.4 Investigating Whether Organisations Attempt to Create Commitment

The second research objective was to identify if Generation Y feels their organisation attempts to build organisational commitment from them. To

begin examining the results from whether organisations attempt to create commitment, the normality of distribution is observed.

A histogram in table 12 demonstrates the normality of the data from a visual perspective, showing the response from Generation Y regarding their belief that their employer attempts to build organisational commitment from them. However, to check normality of distributions with greater statistical accuracy a Skewness test and Kurtosis test is conducted.

Table 12. Histogram Results for Organisations Attempting to Create Commitment

Histogram: Does Generation Y feel their Organisation attempts to build Commitment

Mean = 4.66
Std. Dev. = 1.682
N = 137
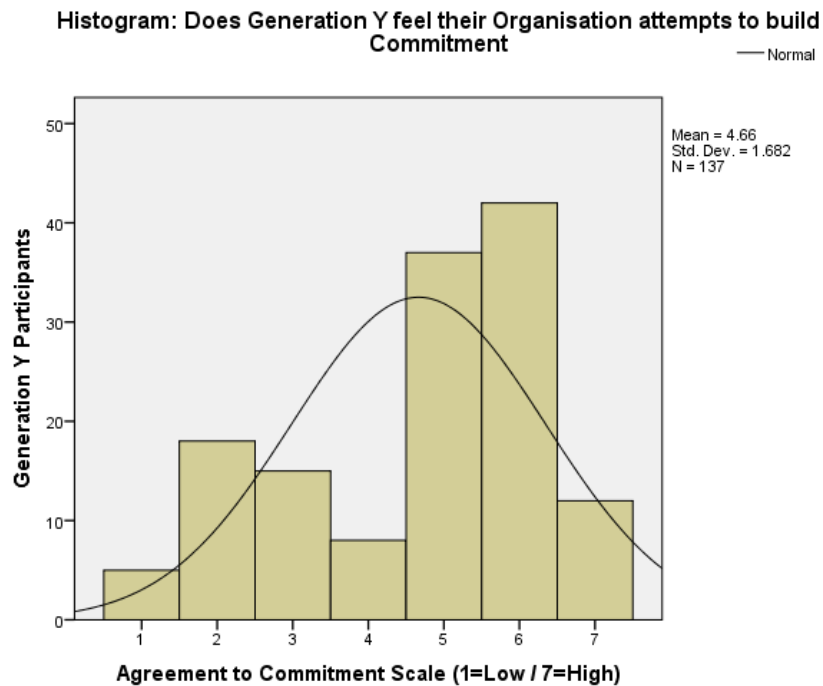
To conduct these tests the skewness is divided by the standard error of the skewness and kurtosis is divided by the standard error of the kurtosis. This was carried out manually and the results fell between -2 and +2 which is considered to be normal distribution (George and Mallery, 2010). The results of these tests can be seen in the appendices on page 129.

A parametric test called Single Sample Test was then carried out to gain a statistical understanding on whether Generation Y believe their organisations attempt to build organisational commitment. The test variable used to conduct these tests was 4 as it represented the undecided response level. For example, if Generation Y believe their organisation attempts to build organisational commitment the result would be greater than 4, similarly if they felt their organisation did not attempt to build organisational commitment it would be less than 4. Table 13 below shows the mean result of 4.66 and table 14 presents a p value = .000 which is less than .05 and therefore it is a significant statistical finding.

In summary, the investigation into whether Generation Y believe their organisations attempt to build organisational commitment, M(137) = 4.66, p = .000 means that Generation Y in Ireland slightly agree their organisation builds commitment.

Table 13. Whether Organisations Attempt to Create Commitment: One Sample Statistics

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Commitment	137	4.66	1.682	.144

Table 14. Whether Organisations Attempt to Create Commitment: One Sample Test

One-Sample Test

					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Commitment	4.624	136	.000	.664	.38	.95

Test Value = 4

ANOVA Testing on Organisations who Attempt to Build Commitment and the Various Aspects of Commitment and Job Attributes

The data in table 15 below was transformed and recoded to carry out an ANOVA Test to show if organisations who attempt to build organisational commitment has an effect of variance on the various aspects of commitment and job attributes. The 1 for each aspect of commitment represents all the negative responses from strongly disagree to slightly disagree. The 2 represents all the undecided responses, while the 3 represents the positive responses from slightly agree to strongly agree.

Table 15. Investigating Whether Organisations Attempt to Build Commitment: Recoded Data

Descriptives

		N	Mean	Std. Deviation	Std. Error
Affective_Commitment	1.00	38	3.0987	1.05153	.17058
	2.00	8	4.0781	.94240	.33319
	3.00	91	4.1854	1.14418	.11994
	Total	137	3.8777	1.20340	.10281
Continuance_Commitment	1.00	38	3.8454	1.04033	.16876
	2.00	8	4.2813	.77560	.27422
	3.00	91	4.1799	1.18046	.12375
	Total	137	4.0931	1.12776	.09635
Normative_Commitment	1.00	38	3.5099	.91689	.14874
	2.00	8	3.2656	.74233	.26245
	3.00	91	3.4148	1.02349	.10729
	Total	137	3.4325	.97664	.08344
Job_Attrbutes	1.00	38	3.2895	.68276	.11076
	2.00	8	3.1806	.46362	.16392
	3.00	91	3.5617	.58052	.06085
	Total	137	3.4639	.61686	.05270

Table 16 below demonstrates that organisations who attempt to build commitment have no significant statistical effect on continuance or

normative commitment as the p value is greater than .05. However, organisations who attempt to build commitment do have a small effect on affective commitment as the p value = .000 which is less than .05. Therefore, organisations who attempt to build commitment from Generation Y in Ireland will slightly influence commitment in the aspect of affective commitment, the emotional attachment a participant has towards their organisation. Finally, organisations who attempt to build organisational commitment also have a small effect on job attributes presenting a p value = .000 which is under .05. Consequently, this means that organisation who are attempting to build commitment will slightly influence commitment in Generation Y Ireland through job attributes.

In summary, an independent samples ANOVA test was conducted to test whether organisations that attempt to build commitment in Generation Y have any effect on the various aspects of commitment and job attributes. Organisations that attempt to build commitment in Generation Y did have effect on affective commitment, $F(2, 134) = 12.998$, $p = .000$ and job attributes $F(2,134) = 3.642$, $p = .029$. However, there was no effect on continuance commitment $F(2,134) = 1.304$, $p = .275$ or normative commitment $F(2,134) = .248$, $p = .781$

Table 16. Investigating Whether Organisations Attempt to Build Commitment: ANOVA Test

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Affective_Commitment	Between Groups	32.000	2	16.000	12.998	.000
	Within Groups	164.952	134	1.231		
	Total	196.952	136			
Continuance_Commitment	Between Groups	3.301	2	1.651	1.304	.275
	Within Groups	169.669	134	1.266		
	Total	172.970	136			
Normative_Commitment	Between Groups	.479	2	.239	.248	.781
	Within Groups	129.241	134	.964		
	Total	129.719	136			
Job_Attrbutes	Between Groups	2.668	2	1.334	3.642	.029
	Within Groups	49.082	134	.366		
	Total	51.751	136			

5.5 Factors that influence Organisational Commitment in Generation Y

The third research objective was to identify what factors influence organisational commitment in Generation Y. To begin examining this area, the tests for Cronbach alpha were conducted on the factors that influence organisational commitment/job measures scale. The results were above .70 which demonstrates consistency and reliability of the questionnaire. The results of this test can be seen in the appendices on page 131.

After the Cronbach alpha, a test for the normality of distribution was conducted. A histogram in table 17 demonstrates the normality of the data from a visual perspective, showing the response from Generation Y regarding the factors that influence their organisational commitment. However, to check normality of distributions with greater statistical accuracy, the skewness is divided by the standard error of the skewness and kurtosis is divided by the standard error of the kurtosis.

Table 17. Histogram Results for Organisations Attempting to Create Commitment
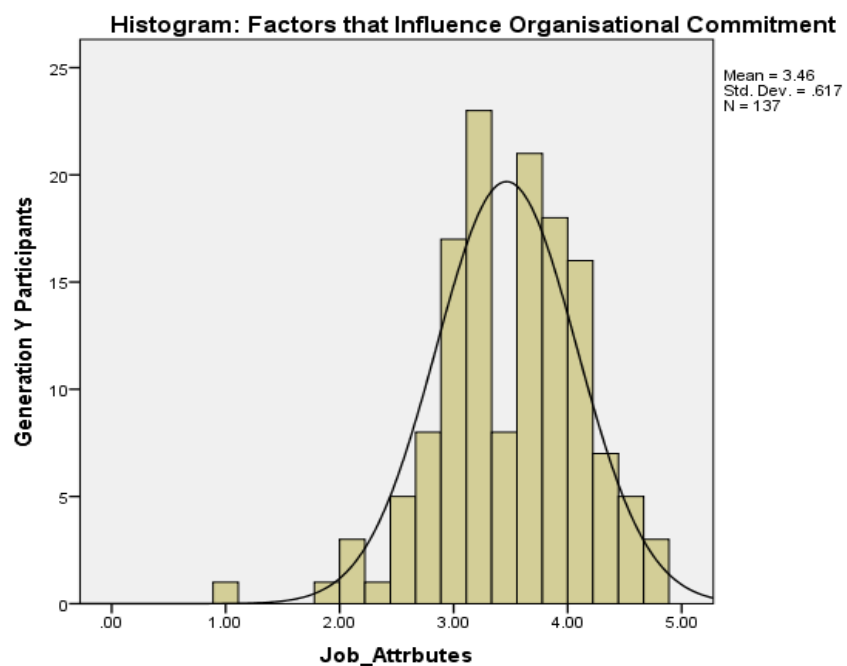
Histogram: Factors that Influence Organisational Commitment

Mean = 3.46
Std. Dev. = .617
N = 137

This was carried out manually and the results fell between -2 and +2 which is considered to be normal distribution (George and Mallery, 2010). The results of these tests can be seen in the appendices on pages 131 and 132.

Once the Skewness and Kurtosis demonstrated normality of distribution the mean statistics were analysed to find the influencing factors/job attribute. The results of this ranking can be seen in the bar chart in table 18 below. This demonstrates that the top three most influential factors of organisational commitment in Generation Y are colleague relationships, supervisor relationships and job security while the bottom three influencing factors were the benefits offered, promotional opportunities and the company image.

Table 18. Factors that Influence Commitment/Job Attributes: Bar Chart
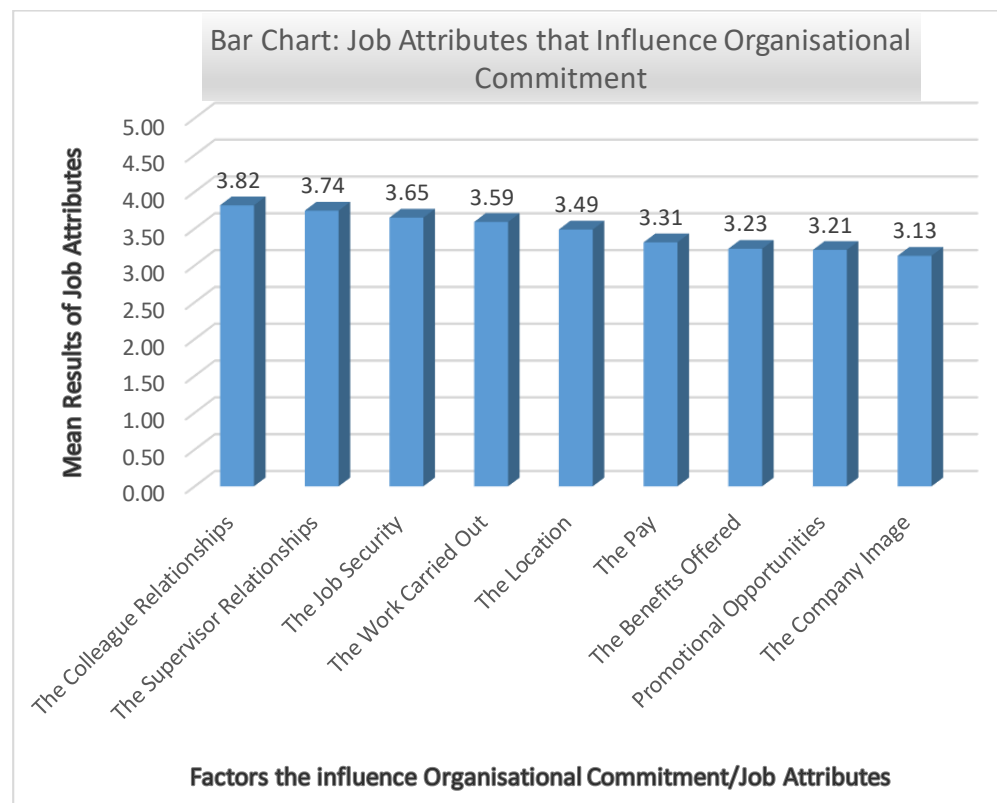
Correlation Analysis of Job Attributes on Affective, Continuance and Normative Commitment

The next test to be conducted was correlation, to identify if a relationship exists between job attributes and affective, continuance or normative commitment. This is conducted to see if job attributes influence affective commitment, being a participant's positive emotional attachment to the organisation, or influences continuance commitment, a participant's belief that they have to stay at their organisation or normative a participant's belief that they are obligated to stay at the organisation, in Generation Y in Ireland. The Pearson's Correlation Coefficient which was used earlier will be used again to measure this association between the scales.

Table 19 shows no correlation perceived between job attributes and continuance or normative commitment as the p values are greater than .05. However, there is a small correlation between job attributes and affective commitment as the p value is less than .05. Therefore, job attributes which are the factors that influence organisational commitment have a small effect on affective commitment, the emotional attachment a participant has towards their organisation.

Table 19. Correlation Analysis of Job Attributes on Affective, Continuance and Normative Commitment

Correlations

		Affective Commitment	Continuance Commitment	Normative Commitment
Job_Attrbutes	Pearson Correlation	.215	.037	-.103
	Sig. (2-tailed)	.012	.664	.229
	N	137	137	137

In summary, a Pearson correlation coefficient revealed a significant correlation between job attributes and affective commitment, $r(137) = .215$,

p = .012. While there is a significant correlation between them it is considered to be only slight. However, Pearson's correlation coefficient did not find a significant correlation between job attributes and continuance commitment, r(137) = .037, p = .664 or normative commitment r(137) = -.103, p = .229.

5.6 Conclusion

This chapter outlines the results and findings from the questionnaire. The examination of the data began with a breakdown of the demographics and participants by employment sector. The first research objective of this study was to investigate the extent of organisational commitment in Generation Y in Ireland through Allen and Meyer's O.C.Q. (1990) and Meyer and Allen's Three-Component Model (1991) for organizational commitment. The results presented no significant findings regarding affective or continuance commitment which both resulted in an undecided outcome. However, normative commitment presented a slightly significant result, where Generation Y in Ireland slightly disagree with feeling obligated to stay at their organisations.

The second research objective was to identify if Generation Y feels their organisation attempts to build organisational commitment which produced a slightly significant result, where Generation Y slightly agree their organisation builds commitment. The final research objective was to gain an understanding into the factors that drive organisational commitment which produced a significant result showing relationships with colleagues and supervisors along with job security to be the key drivers of organisational commitment over pay level, benefits offered and company image.

6. Discussion

6.1 Introduction

This chapter links the results and findings of this study with the academic literature on the subject area of organisational commitment. It will tie the outcomes of organisational commitment in Generation Y in Ireland and the factors that influence it to other academic research and literature on the subject. The limitations of the study will also be highlighted. In the final section a set of recommendations will be put forward based on the data collected through primary and secondary research.

6.2 The Extent of Organisational Commitment in Generation Y

There has been a large amount of research carried out in the area of organisational commitment and Generation Y, however there has not been much research carried out within Ireland. A number of researchers have stated organisational commitment in Generation Y is non-existent or would be regarded as very low such as Gallup (2017), Kusuma and Madasu (2015), Shaw and Fairhurst (2008), and Chao and Gardner (2007). While others argued that companies have to be proactive in their approach to creating and maintaining organizational commitment in Generation Y such as Butler et al. (2016), Alexander and Sysko (2013), Mahal (2012), Madera and Kapoor (2011).

This research was conducted using Allen and Meyer's (1990) Organizational Commitment Questionnaire and demonstrated that Generation Y in Ireland are undecided in their affective commitment towards their organisation which is their emotional attachment to the company. It also demonstrated that Generation Y in Ireland are undecided in their continuance commitment to

their organisation which is the feeling they have to stay at the organisation. However, in relation to Generation Y in Ireland's normative commitment there was a significant finding, where they slightly disagree that they feel obliged to stay at their organisation. This proves the first hypothesis which suggested that organisational commitment in Generation Y in Ireland would be low to be untrue as the results presented an undecided outcome.

These findings when compared to the literature produce similar results as other studies which were conducted. Results from previous studies mentioned in the literature such as Gutierrez et al. (2012) demonstrated mean results of affective = 5.70, continuance = 3.32 and normative = 4.86, Vandenberghe (1996) presented mean results of affective = 3.72, continuance = 4.35 and normative = 4.20, Hackett et al. (1994) produced mean results of affective = 3.62, continuance = 4.31 and normative = 3.34, and in addition Meyer et al. (1993) resulted in scores of affective = 3.91, continuance = 4.03 and normative = 3.04. In comparison the corresponding means in this study resulted in affective = 3.88, continuance = 4.09 and normative = 3.43. Besides the normative commitment results from the Vandenberghe (1996) study they are markedly quite similar to the Vandenberghe (1996), Hackett et al. (1994) and Meyer et al. (1993) studies.

In relation to the correlation tests conducted, the Hackett et al. (1994) and Meyer et al. (1993) produced results of low to moderate correlation in all aspects of commitment. However, the research of Gutierrez et al. (2012) and Vandenberghe (1996) demonstrated high correlation between all aspects of commitment meaning that they were highly intertwined. The results from this study presented similar results to the Hackett et al. (1994) and Meyer et al. (1993) research. A correlation was found between the various aspects but it was considered low and moderate.

This means for Generation Y in Ireland regarding affective and continuance commitment, though there is a slight correlation it cannot be assumed that a participant's emotional attachment to an organisation will be slightly influenced by their belief that they have to stay with an organisation. In relation to affective and normative commitment, though there is a slightly

moderate correlation it cannot be assumed that a participant's emotional attachment to an organisation will be moderately influenced by their feeling that they are obligated to stay at their organisation and concerning continuance and normative commitment, though there is a slight correlation it cannot be assumed that a participant's belief that they have to stay with an organisation, will be slightly influenced by the feeling that they are obligated to stay at the organisation.

The findings of this study demonstrate that Generation Y in Ireland are undecided in their organisational commitment. When compared with the results from National Workplace Survey 2009 (O'Connell et al., 2009) which was conducted at a time of economic instability, from 2006 to 2009, the results exhibit a shift from being committed and loyal during this period to becoming undecided about their organisational commitment. These outcomes also contradict some of the literature such as Gallup (2017), Kusuma and Madasu (2015), Allington (2010), Ferri-Reed (2010), Shaw and Fairhurst (2008), Chao and Gardner (2007) and who all highlighted that there are generally low levels of organisational commitment in Generation Y.

However, if Generation Y in Ireland are demonstrating higher levels of commitment by being undecided as opposed to having negative levels of organisational commitment shown in other studies across the globe, does this mean that they are a higher performing division of Generation Y when compared to Generation Y from other countries. As they have shown that they are undecided as opposed to having low organisational commitment does this then mean, as highlighted by Xanthopouloua et al. (2009), Bakker and Demerouti (2008) and Rogers (2001), that as Generation Y in Ireland are more committed they will be more engaged, have a higher output in key performance areas, have higher productivity levels and therefore be more motivated, effective and satisfied in their jobs. This undecided level of commitment when compared to the results of the previous studies means that organisations are more likely to build organisational commitment from Generation Y in Ireland when compared to other countries and therefore improve their retention of staff and have better financial returns (Goh and Marimuthu, 2016; Mahal, 2012; Chambers, 1998).

Yet, while Generation Y in Ireland does appear to have higher levels of organisational commitment as opposed to other studies, it is still at an undecided level. This may not be developing into a positive level perhaps due to the negative aspects associated with organizational commitment such as burnout (Guest 2014; Peeters et al., 2005), reduced job satisfaction (Perrewé et al., 1999) and the fact Generation Y may perceive organizational commitment to be preventing their personal growth as they are tied to one company for an extended period of time (Kondratuk et al., 2004). Although, it could also be due to Generation Y's focus on having a work-life balance (Syrett and Lammiman, 2003), therefore organisational commitment is not considered a priority for them or perhaps there companies are breaching the psychological contract which can have effect an employee's organisational commitment as Bal et al. (2008) highlighted.

While the results revealed organisational commitment is undecided in Generation Y in Ireland, it also highlighted that companies in Ireland need to be more proactive in trying to build it. They need to be aware of the attitudes, social trends and personality behaviours of Generation Y and the generations that will come after them as they will need to adapt to continuously build commitment (Alexander and Sysko, 2013; Madera and Kapoor, 2011; Ferri-Reed, 2010). Current organisational polices and working environments need to be adjusted to meet these needs and desires in order to attempt to create commitment or affiliation for the organisation (Ferri-Reed, 2010). If Irish companies take the necessary actions it will lead to the psychological contract that Guest and Conway (1997) discussed developing and in turn an affiliation towards the organization emerging.

In conclusion, the undecided result of Generation Y in Ireland highlights a higher level of commitment from Generation Y then demonstrated in other international studies. While also emphasising it is an area that requires focus from organisations. The top performing companies in the Gallup Survey (2017) showed a rate of employee engagement to be at 70%, which highlights the potential that can be achieved when improving organisational commitment. If Irish companies apply the appropriate measures, it could increase organisational commitment in Generation Y in Ireland from being an undecided outcome to a positive outcome which as discussed improves overall organisational performance. The results have

shown that Generation Y in Ireland are undecided in their commitment towards their organisations in Ireland. This may mean that organisations in Ireland are not doing enough to build organisational commitment from their employees. They are not being sufficiently proactive in trying to improve financial performance through retaining skilled staff by building organisational commitment and therefore ensuring a sustainable future for the organisation (Mahal, 2012).

6.3 Investigating Whether Generation Y Feels Their Organisation Attempts to Build Commitment

The investigation into whether Generation Y in Ireland felt their organisations attempted to build commitment from them presented a significant result that Generation Y slightly agreed that their organisations attempts to build commitment from them. The second hypothesis stated by the author was that Generation Y in Ireland will feel their organisation they work for attempts to build commitment from them. The results showed Generation Y in Ireland does slightly feel that the organisation they work for attempts to build commitment from them proving the author's hypothesis be somewhat true.

This finding when compared against some of the literature on organisational commitment would demonstrate that companies in Ireland are not doing enough to respond to the lack of commitment in employees. Goh and Marimuthu (2016), Mahal (2012), Chambers (1998), and Meyer and Allen (1991), all highlighted that a labour force that's lacking commitment is a strategic issue that needs to be addressed. They stated that the benefits are not just from a financial perspective but also to keep a skilled and trained workforce to contribute to the long-term goals and sustainability of the organization. Similarly, Xanthopouloua et al. (2009) discussed that employees with high levels of engagement are more effective and satisfied in their job roles when compared to employees with low levels of commitment

which further emphasises the importance that companies in Ireland should be highly invested in developing organisational commitment.

This as a strategic issue can also be associated with what Buchanan and Huczynski (2004) and Guest (1998) discussed regarding the importance of the psychological contract which is built on whether employees feel they are treated fairly, trust their employer and their employer delivers on agreed terms. As Rousseau (2007) highlighted the creation and maintenance of a psychological contract leads to the building of commitment, therefore the results that Generation Y are only slightly agreeing their organisations attempt to build commitment means that there is only a slightly successful buy in by Generation Y into the psychological contract.

However, as pointed out by Alexander and Sysko's (2013) study in the United States which demonstrated that Generation Y employees are committed to organizations with which they share similar values. Consequently, does this mean that Generation Y in Ireland are working for the wrong companies as they do not share the same values and are companies in Ireland hiring the wrong applicants who do not fit to the company culture therefore not building commitment, the psychological contract (Guest, 2014) or improving the overall performance of the company as highlighted by Beardwell and Thompson (2014) and Meyer and Allen, (1991).

A further examination into whether organisations that attempt to build commitment in Generation Y has any effect on the various aspects of commitment and job attributes did not produce any significant result regarding continuance commitment or normative commitment. However, it did have a small effect on both affective commitment and job attributes. This demonstrated that organisations who attempt to build commitment will slightly influence a person's emotional attachment to an organisation. This agrees with Ferri-Reed (2010) who stated that companies who are proactive in their pursuit of building commitment will build an affiliation from their employees but when doing this they need to be aware they are implementing the type of job attributes that are suitable to create commitment from their employees as not all organisations and industry sectors will have the same influences (Alexander and Sysko, 2013;Madera and Kapoor, 2011). These

job attributes can be identified through a simple employee survey to gain a further understanding of the factors that will influence commitment in their organisation. Organisations need to be aware of the personality behaviours, social trends and attitudes of Generation Y in order to understand how to influence them through job attributes in relation to commitment (Madera and Kapoor, 2011).

While affective commitment did have a small effect on job attributes, meaning that organisation who are attempting to build commitment will slightly influence commitment in Generation Y Ireland through job attributes. This disagrees with Hopkins and Stephenson (2017) who reported the key factors to retaining Generation Y in the organisation is its image, reputation and development opportunities that are available. Perhaps, a further in-depth study on employment relationships which was highlighted by Porath and Pearson (2013) and Knight et al. (2006), who believe the creation of organisational commitment in Generation Y is through expectations being communicated, understood, managed and consistently measured while ensuring an open and honest environment with two-way feedback, may present results which could have a much higher influence on organisational commitment then job attributes have shown in this research.

In conclusion, the results from the section of this study show that some companies in Ireland are treating organisational commitment as a strategic issue and recognise the benefits of creating it while building it through affective commitment and the application of job attributes. However, organisations in Ireland are not focused enough on developing organisational commitment and the psychological contract, despite Bowditch et al. (2008), stating organisations recognise the importance of the psychological contract and building organisational commitment it would seem most companies in Ireland do not.

6.4 Identifying the Factors that Influence Organisational Commitment in Generation Y in Ireland

Regarding the factors that influence organisational commitment/job attributes it was found through using the mean of the attributes, the factors that influence organisational commitment ranked in order (1 = highest mean, 9 = lowest mean) were:

1) Relationships with colleagues
2) Relationships with supervisors
3) The level of job security
4) The work being carried out
5) The location
6) The pay level
7) The benefits offered
8) The promotional opportunities
9) The company image

The third hypothesis stated was that the factors that influence commitment in employees will be the benefits offered by an organisation and the type of relationship they have with their line manager and colleagues. However, the findings demonstrated that the benefits offered by an organisation are not a priority for Generation Y in Ireland as they ranked third from the bottom. Yet, regarding the relationships with colleagues and managers which ranked as top priorities meant the author's hypothesis was proved to be only partially true.

When compared with the literature this presented some interesting findings in relation to what influences organisational commitment in Generation Y in Ireland. The factors that influenced commitment in the generation of Baby Boomers would have been prestige and money (Miller et al., 2013). Whereas, for Generation Y in Ireland, relationships with colleagues and supervisors along with job security are top of the list while attributes such as pay, benefits,

promotional opportunities and company image are at the bottom half of the list.

These results represent what Butler et al. (2016) described as a "Great Place to Work" from the perspective of the employee which is a workplace where the employee trusts the organization, has excellent working relationships with their colleagues and they take pride in their work. They also discussed the importance of the manager employee relationship highlighting employees who spend more time with managers developed more affiliation and commitment towards the organization.

The importance of working relationships was also discussed by Mahal (2012), Williamson (2012) and Yanamura et al. (2010) who highlighted open lines of communications, regular engagement with staff and managers and open discussions asking what interests an employee's may have for their future development will naturally build organisational commitment. In the literature it was also argued by Seligman (2002) that money as a central motivator has begun losing its power partly because people recognising that earning beyond the level required for survival adds very little to their personal well-being. This further emphasises the results found in this study with pay level, benefits and promotional opportunities being ranked in the lower half of the table while such attributes as relationships, the work carried out and job security, which would have a positive effect on personal well-being, are ranked high in this study. This also relates to the significant correlation where factors that influence organisational commitment has a small effect on affective commitment, the emotional attachment a participant has towards their organisation.

However, Hogg (2012) and Dwyer (2009) suggested through their research to maintain and increase employee loyalty in Generation Y their expectations of high salaries and promotional opportunities to occur swiftly will need to be met. While Taylor (2014), Gkorezis et al. (2012), Ciftcioglu (2011), Gittell et al. (2010), Pilbeam and Corbridge (2006) and Cable and Turban (2003) all discussed the importance of a company's image and how it builds organizational commitment. In addition, Kusuma and Madasu (2015) and Miller et al. (2013) also highlighted the new benefits and facilities such as appealing working environments,

gyms, sleeping pods, free meals, relaxed dress codes, acceptance of piercings and tattoos along with the use of personal computing and social media during working hours. Allington (2010) also stated in the literature job security is less of a priority for Generation Y. The research that demonstrated the above author's findings contradicts what was found in this study as salaries, promotional opportunities and company image did not prove to be attributes that scored highly in relation to influencing organisational commitment in Generation Y in Ireland. These attributes may have been appealing in the studies carried out by the above researchers but the results from this study demonstrated that Generation Y in Ireland have higher priorities regarding what influences their organisational commitment and job security is definitely a priority.

A further point highlighted by Coolican (2016) suggested that Generation Y has developed into an independent, confident set of employees who have a belief their careers are fully in their control therefore unwilling to settle for a positon that leaves them unsatisfied. While this may be true, job security for Generation Y in Ireland ranked highly in the results which could question how freely they are willing to move from one job to another if they are not satisfied.

In conclusion, it appears as Armstrong and Kotler (2015) stated that by just having good team morale, building an environment of trust, ensuring excellent lines communication and; treating people with respect will create and influence organisational commitment in Generation Y in Ireland, more so than tangible job attributes such as pay and benefits. Although this was the results from this study it should be noted, as highlighted by Van Ness et al. (2010), the values of the workforce are changing and a greater understanding is required of the newer generation's work related desires and values to create a beneficial relationship between employees and employers (Ferri-Reed, 2010).

6.5 Limitations

In this research there were some limitations, firstly convenience sampling was used to conduct the research and therefore there are issues with the

validity of the results as the researcher cannot generalise the findings from the study (Bryman and Bell, 2015). The use of a convenience sample can be an indication of the results (Saunders et al., 2015), however in this research the more Generation Y participants in the population sample, the greater the validity of the results.

Some of the findings were similar to the literature regarding Meyer and Allen's (1991) questionnaire, yet the factors that influenced organisational commitment contradicted some of the literature in relation to pay, company benefits, promotional opportunities and company image. Further research using a larger sample size would produce more dependable results. While conducting a study using a reliable sampling method could demonstrate if these results would be repeatable or whether the sampling method used in this research yielded unreliable results. If the results from this study are validated through a larger sample size and reliable sampling method, further studies could be conducted involving the investigation into the undecided level of commitment in Generation Y in Ireland. What is preventing positive organisational commitment from occurring? Research into the negative aspects associated with it, the perception of it inhibiting personal growth being tied to one organisation or the fact that Generation Y has such a strong focus on work-life balance that organisational commitment is just not a priority anymore, are all topics which could be researched further.

This study attempted to identify the extent of organisational commitment in Generation Y broken down by industry sector which posed quite a difficulty over such a large population. This was again due to a convenience sample being used and the data found was only valid for descriptive purposes of this study and nothing more. Further studies could explore Generation Y's organisational commitment more in-depth using other variables such as job position, age within the generation or marital status to draw upon more informative results.

The research could have been more in-depth if a mixed methods approach had been taken collecting data through quantitative and qualitative approaches allows for the author to develop a deeper understanding into the

Generation personal perspectives. A qualitative approach would allow for further investigation into the different components of commitment and job attributes regarding the slight associations that occurred between them to further identify and explore the phenomenon. In addition, it could also add further validity and reliability to the results found by using the quantitative approach or contradict the findings presenting new perspectives to appear from the research. The level of undecidedness could have been investigated further through more probing interview questions, which would perhaps give more insight into what organisations need to do to change the undecided outcome for organisational commitment to a positive outcome. While also a more insightful understanding could be found through probing questions regarding the importance of relationships with colleagues and supervisors in comparison to tangible attributes such as pay and benefits.

Finally, the job attributes measure used to identify the factors that influence organisational commitment could be defined further to gain a better insight. For example, the job attribute company benefits could be defined further as it covers a number of aspects relating to the working environment such as free meals, gyms, sleeping pods, profit sharing schemes, continuous development opportunities, relaxed dress codes, flexible working practices, acceptance of piercings and tattoos along with the use of personal computing and social media during working hours. Some of these factors could have proven to have a much stronger influence over building organisational commitment if they had been highlighted separately rather than included under the term company benefits.

6.6 Conclusion

This chapter linked the academic literature to the findings in the research regarding organisational commitment and Generation Y in Ireland which was similar to other findings by Hackett et al. (1994) and Meyer et al. (1993). It also identified that Generation Y in Ireland slightly believe that their organisations build commitment which Goh and Marimuthu (2016), Mahal (2012), Chambers (1998) and Meyer and Allen (1991), all highlighted

employee's lacking commitment is a strategic issue that needs to be addressed from a financial perspective and for sustainability purposes.

The results from the study did contradict some of the academic literature on organisational commitment in relation to pay, benefits, promotional opportunities and company image. Additional research would need to be carried out to see if the chosen sampling method was the reason the results disputed the literature on the subject.

7. Recommendations

The recommendations laid out in this section are aimed at improving organisational commitment in Generation Y in Ireland. As organisational environments differ from company to company, they can choose which approach works best for their work environment. Firstly, organisations will need to measure their employee commitment levels. Then analyse the results and feedback to identify which of the points laid out below would be applicable and worth implementing at their organisation.

1. Observe the competition. Look at what other companies are doing in your industry sector to attempt to build commitment. Are these approaches working and are these methods suitable to adapt to your organisational environment? If you feel that they are not, look beyond your industry to see what can be applicable to your organisation.

2. Training and developing the managers. Lipman (2015) pointed out unhappy employee's leave organisations due to their managers, not because of the company. Managers and supervisors should be given the correct training in management and people skills. Organisations such as McNulty Performance in Ireland, who specialise in developing bespoke programs tailored to meet the needs of a company regarding training and performance, can help an organisation achieve the best from their managers by developing their skills and improving a company's culture. This would be at a cost to the company and costs would vary as these programs are specifically designed and would depend on the company's requirements.

3. Engage with employees. Clearly define the employee responsibilities and the company's expectations of them. Discussing an employee's career plan with them highlights a company's interest in them and allows them to gain an understanding into the possibilities they have open to them at the organisation. These sessions should be an opportunity for two-way feedback between the employee and manager. Feedback should be given regularly to the employee to reinforce how they are progressing along the

career path. While there is a time cost involved, it will enhance skills and improve motivation.

4. Team building Events. This allows colleagues and managers to interact outside of the work environment and help to improve work relationships. There are many different team building events that an organisation can chose from depending on the size of the company. The Adventure Rooms in Dublin city centre cater for team building corporate events, where groups of teams are locked into different rooms and have to work together to solve the puzzles to escape from the room. They cater for teams from 2 – 60 players and costs start at 66 euros for 2/3 players.

5. Communicate clearly and openly. Armstrong and Kotler (2015) highlighted an environment with open lines of communication as an essential element in creating organisational commitment. When management maintains transparency it keeps employees informed of executive decisions. Employees need to be aware of the changes that may occur which affect them this helps to reduce the rumours that can affect organisational commitment. While there may be an initial cost regarding the development of managers soft skills to create an open culture of communication, once a culture of openness is established information will flow freely between management and employees.

6. Recognition of an employee's achievements. Let employees know they have done well in their tasks. By demonstrating to staff that you appreciate them this can go a long way to retaining them. A recognition event night or awards ceremony could be created to acknowledge the performance of employees over the past year and to share their success story with the whole company. This would be a financial investment and the cost would depend on the size of the organisation.

7. Develop learning opportunities. This can be done through in-house development training sessions or external education. This benefits both the company and the employee as the employee is learning new skills and can take on more responsibilities. A company may support an employee returning to education to complete a Master's or MBA. A two-year evening Master's course in NCI costs approx. 8,000 euros depending on the subject, while to complete a two year evening course in an MBA costs approx.

14,000 euros. This investment in employee's can influence their commitment in the company as they become more invested in the company's future.

8. Create a natural attrition plan. Generation Y will not be spending their whole career at one organisation, for this reason companies need to assess their employee turnover rate and understand the natural lifecycle of an employee. However, the key issue here is to ensure that the company has developed and maintained a corporate knowledge capture framework with the employee over their time period at the organisation. This allows the company to update a database to ensure when the employee finally does leave the organisation, the company does not suffer by losing the skills and knowledge along with the employee. Companies such as Exsys Inc. work with organisations to help develop appropriate software systems to suit their requirements. This would be a financial investment for the software setup but would also include an ongoing time cost regarding its updating.

9. Ensuring new employees are the right fit for your organisation. Alexander and Sysko (2013) in the United States demonstrated that Generation Y employees are committed to organizations with which they share similar values. Organisations should create psychometric tests that relate to their organisations values and by using these tests at the application stage hire more suitable employees who share similar values. Davitt Corporate Partners in Ireland specialise in psychology and provides pre-employment testing, again this cost will depend on the demands of the organisation but prices start at 350 euros.

In conclusion, these recommendations fit with the findings from the undecided level of commitment in Generation Y and the factors that influence organisational commitment. By ensuring the creation of strong internal relationships between colleagues and management, establishing clear lines of communication, engaging with employees, recognition of an employee's achievements and allowing staff to develop further through training and education will influence the organisational commitment in employees. A further point for recommendations was to ensure the organisation is hiring the right staff who suit the company culture and values, therefore making it easier to develop organisational commitment from them.

8. Conclusion

Creating organisational commitment from employees makes perfect business sense from a financial perspective and ensuring a retention of skills in the organisation. It is proven that low organisational commitment effects the bottom line in companies (Goh and Marimuthu, 2016; Mahal, 2012; Chambers, 1998). While numerous studies have showed that companies with a high level of organizational commitment from their employees has an impact on their operational success, for example, through higher levels of employee engagement and higher levels of staff retention (Xanthopouloua et al., 2009; Vance, 2006).

These examples seen in the literature such as in Caterpillar Inc. who made financial savings of $8.8 million annually which was due to an improvement in employee retention, an increase in productivity and a drop absenteeism (Vance, 2006). The Gallup Report (2017) also highlighted that top performing companies who are proactive in improving organisational commitment showed a rate of employee engagement to be at 70%, which highlights the potential that can be achieved, which will naturally improve productivity, output and financial returns. The United States demonstrated levels of engagement to be at 30%, which is considered to be one of the worlds highly engaged workforces. However, this lack of disengagement is still a cost to companies in the United States which is estimated to be $370 billion annually (Gallup, 2017). This proves while organisations are looking outwards towards new markets and new product developments to increase sales and boost profits, they may also find those improvements in profits by simply looking inwards and focusing on creating organisational commitment through an engaged and motivated workforce.

When the recession occurred it had a negative effect on organisational commitment in Generation Y as Chao and Gardner (2007) highlighted they saw their parents, relations and friends struggle due to organisations making people redundant and applying cuts to employees pay. However, as O'Connell et al. (2009) pointed out in his research organisational

commitment did increase during the downturn, but he felt this was due to the employees ensuring their job security and the lack of alternative work available at this time.

While the economy begins to improve and the recession ends Generation Y have lived through it, experienced it and learned from it. They have become well educated, individualistic, sophisticated, technologically savvy, a structured and mature generation (Syrett and Lammiman, 2003), while also being self-reliant (Shaw and Fairhurst, 2008). What Generation Y experienced has led to organisational commitment remaining at low levels despite the economic improvements (Chao and Gardner, 2007).

For these reasons the researcher wanted to identify the extent of organisational commitment that exists in Generation Y in Ireland and what are the factors that influence commitment in Generation Y. The suggested hypothesis by the author was that organisational commitment in Generation Y in Ireland would be low. However, the results showed organisational commitment in Generation Y to be undecided proving the authors hypothesis that organisational commitment in Generation Y in Ireland being at low levels to be untrue.

How these results were achieved was by conducting a cross-sectional study of a convenience sample of Generation Y, where statistical analysis was carried out on the data collected. In relation to identifying the extent of organisational commitment across the various components of Allen and Meyer's (1990) questionnaire, the findings presented Generation Y being undecided in the aspects of affective and continuance commitment while Generation Y slightly disagreed with normative commitment where they feel obliged to stay at their organisation. The relationship between these components was investigated further which highlighted there was a slight association found between affective and continuance commitment along with continuance and normative commitment. However, there was a slightly moderate association between affective and normative commitment meaning a participant's belief that they have to stay with an organisation, will be

moderately influenced by the feeling that they are obligated to stay at the organisation.

The results also demonstrated that Generation Y slightly agree that their organisation attempts to build commitment. The suggested hypothesis by the author was that Generation Y in Ireland will feel their organisation they work for attempts to build commitment from them. By the results showing Generation Y in Ireland does slightly feel that the organisation they work for attempts to build commitment from them proving the author's hypothesis be somewhat true. However, looking at these results it would seem that while some organisations in Ireland are proactive in their attempts to build organisational commitment the majority are not focused on creating organisational commitment from their employees.

The findings from the factors that influenced organisational commitment produced some interesting results with relationships of colleagues and managers along with job attributes being considered bigger influences for Generation Y in Ireland then tangible attributes such as pay and benefits. The suggested hypothesis by the author was that the factors that influence commitment in employees will be the benefits that an organisation offers and the type of relationship they have with their line manager and colleagues. However, the results demonstrated that the benefits offered by an organisation are not a priority for Generation Y regarding factors that influence organisational commitment, while relationships with colleagues and managers are top priorities. Therefore, this proves the author's hypothesis to be only partially true. A key aspect to be noted regarding job attributes is that as generations change so too will their desires and values, consequently it is essential that organisations are proactively adapting human resource polices to attract, grow, satisfy and retain the newer generations (Van Ness et al., 2010).

Yet, it is important to highlight the limitations of these results as they are from a non-probability sampling method which would not be as reliable as a probability sampling method. As discussed in the limitations a larger sample

size of Generation Y and a more reliable sampling method would result in more validity being associated with the findings.

While, there is also a number of areas which could be investigated through further research, for example applying a mixed methods approach of quantitative and qualitative allowing for more in-depth analysis into the different components of commitment and job attributes, along with a further insight into what companies need to do to create positive organisational commitment and probing further regarding the importance of relationships with colleagues and supervisors in comparison to tangible attributes such as pay and benefits.

Finally, due to the research demonstrating the positive outcomes organisational commitment can have for a company (Goh and Marimuthu, 2016; Mahal, 2012; Chambers, 1998), the author created some recommendations that a company can use as a guideline to help improve commitment in their organisations. It is important that an organisation, firstly does an assessment of the commitment levels in their organisation to ensure they create the appropriate strategy, before investing money into any of the recommendations as they may not be suitable to the needs of the organisation. These recommendations focused on areas such as training and development, engagement, team building, communication, recognition and hiring the right candidate for the job.

In conclusion, the key to organisational commitment is understanding your employee's wants and desires, in addition to putting strategies in place to meet these requests. Currently, Generation Y in Ireland are undecided in their level of organisational commitment which gives companies a neutral platform to work from to begin building commitment. Human resource departments will need to be proactive in the future to identify changing trends and values to maintain organisational commitment in this generation and the next. Presently, Generation Y are focused on relationships with colleagues and managers along with job security but due to the limitations of this study a larger sample size could present very different findings. Gaining an

understanding into Generation Y is key to maximising the performance of the organisation.

PERSONAL LEARNING STATEMENT

I have enjoyed carrying out the research on my dissertation topic as I had a personal interest in trying to understand what levels of organisational commitment exist in Generation Y in Ireland and also the factors that influence organisational commitment in this generation. It has been a bigger task then I imagined initially, however through good time management skills and a set of planned dates for achievement of particular tasks, I feel the process has progressed quite efficiently.

I choose to do this MA in Human Resource Management to add to my experience in operations management as I am used to working with large groups of people, I felt the master's degree would further compliment my experience while also giving me the option to move my career into the area of human resources. I feel combining my experience with the wide range of academic knowledge I have gained will help me to achieve my goals. The topic of organisational commitment I believe is of great significance for companies to improve financial returns, retain employees, develop the psychological contract and improve employee's performance through engagement. Having managed large groups of staff, I have always felt it is important aspect which needs to be recognised to ensure success. From the research it became evident that employees will perform in the right environments, therefore it is a mutual relationship between employer and employee. If the employer provides the right environment this will naturally build organisational commitment. I felt this topic was important and is applicable to all organisations, consequently having extensive knowledge on the topic enhances my skills and abilities in this area which I can apply in the next organisation I work for.

My biggest struggle and challenge was getting to grips with SPSS understanding the variety of different tests and what tests apply to the objectives that I am trying to research. I found this section more time consuming then it should have been. Once I knew I was going to do quantitative methods I should have looked into learning about statistical

analysis earlier. Although now having spent a lot of time on SPSS, I feel I have become quite proficient with the software which is another added skill to come away from this journey with.

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APPENDICES

Questionnaire on Organisational Commitment & the Factors that Influence It

Part 1: Demographics

1) What is your gender?

    Male ……..

    Female …….

2) Were you born on or between the years of 1977 to 1994 (Generation Y)?

    Yes ……

    No …… (If no, please do not participate in this survey)

3) What industry sector you currently work in?

    (Drop down box with a list of sectors to choose from including other)

4) Do you feel the organisation you work for attempts to build organisational commitment from their employees?

1 = strongly disagree	5 = slightly agree
2 = disagree	6 = agree
3 = slightly disagree	7 = strongly agree
4 = undecided	

Part 2: Allen and Meyer's Organizational Commitment Questionnaire (O.C.Q.)

Please indicate the degree of your agreement or disagreement with each statement.

1 = strongly disagree	5 = slightly agree
2 = disagree	6 = agree
3 = slightly disagree	7 = strongly agree
4 = undecided	

Affective Commitment Scale

5) I would be very happy to spend the rest of my career with this organisation.

1 = strongly disagree	5 = slightly agree
2 = disagree	6 = agree
3 = slightly disagree	7 = strongly agree
4 = undecided	

6) I enjoy discussing my organisation with people outside it.

1 = strongly disagree	5 = slightly agree
2 = disagree	6 = agree
3 = slightly disagree	7 = strongly agree
4 = undecided	

7) I really feel as if this organisation's problems are my own.

1 = strongly disagree	5 = slightly agree
2 = disagree	6 = agree
3 = slightly disagree	7 = strongly agree
4 = undecided	

8) I think that I could easily become as attached to another organisation as I am to this one. (R)

1 = strongly disagree	5 = slightly agree
2 = disagree	6 = agree
3 = slightly disagree	7 = strongly agree
4 = undecided	

9) I do not feel like 'part of the family' at my organisation (R)

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

10) I do not feel 'emotionally attached' to this organisation (R)

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

11) This organisation has a great deal of personal meaning for me.

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

12) I do not feel a strong sense of belonging to my organisation. (R)

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

Continuance Commitment Scale

13) I am not afraid of what might happen if I quit my job without having another one lined up. (R)

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

14) It would be very hard for me to leave my organisation right now, even if I wanted too.

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

15) Too much in my life would be disrupted if I decided I wanted to leave my organisation now.

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

16) It wouldn't be too costly for me to leave my organisation now. (R)

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

17) Right now, staying with my organisation is a matter of necessity as much as desire.

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

18) I feel that I have too few options to consider leaving this organisation.

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

19) One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

20) One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice -another organisation may not match the overall benefits I have here.

    1 = strongly disagree   5 = slightly agree

    2 = disagree   6 = agree

    3 = slightly disagree   7 = strongly agree

    4 = undecided

Normative Commitment Scale

21) I think that people these days move from company to company too often.

      1 = strongly disagree   5 = slightly agree

      2 = disagree   6 = agree

      3 = slightly disagree   7 = strongly agree

      4 = undecided

22) I do not believe that a person must always be loyal to his or her organisation. (R)

      1 = strongly disagree   5 = slightly agree

      2 = disagree   6 = agree

      3 = slightly disagree   7 = strongly agree

      4 = undecided

23) Jumping from organisation to organisation does not seem at all unethical to me. (R)

      1 = strongly disagree   5 = slightly agree

      2 = disagree   6 = agree

      3 = slightly disagree   7 = strongly agree

      4 = undecided

24) One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.

      1 = strongly disagree   5 = slightly agree

      2 = disagree   6 = agree

      3 = slightly disagree   7 = strongly agree

      4 = undecided

25) If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.

        1 = strongly disagree   5 = slightly agree

        2 = disagree   6 = agree

        3 = slightly disagree   7 = strongly agree

        4 = undecided

26) I was taught to believe in the value of remaining loyal to one's organisation.

        1 = strongly disagree   5 = slightly agree

        2 = disagree   6 = agree

        3 = slightly disagree   7 = strongly agree

        4 = undecided

27) Things were better in the days when people stayed with one organisation for most of their careers.

        1 = strongly disagree   5 = slightly agree

        2 = disagree   6 = agree

        3 = slightly disagree   7 = strongly agree

        4 = undecided

28) I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)

        1 = strongly disagree   5 = slightly agree

        2 = disagree   6 = agree

        3 = slightly disagree   7 = strongly agree

        4 = undecided

Part 3: Factors which Influence Commitment

This section deals with the factors that may influence organisational commitment. Please indicate your level of favourableness with each statement.

29) The location of the organisation.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

30) The opportunity for promotion.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

31) The pay level you receive.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

32) The benefits the company offers.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

33) The company's image.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

34) The relationships with your co-workers.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

35) The level of job security.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

36) The relationship with your supervisor.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

37) The type of work you carry out.

    1 = very unfavourable   4 = very favourable

    2 = not so favourable   5 = extremely favourable

    3 = somewhat favourable

(R) * (R) = Reverse Scored

Reverse Scoring for the OCQ

1 = 7   /2= 6   /3= 5   /4= 4   /5= 3   /6= 2 /7= 1

The Consent for Participation

Thank you for taking part in this questionnaire, which is being conducted as part of my Master's in Human Resource Management in the National College of Ireland. This study will aim to investigate the extent of Organisational Commitment and the factors that influence it in Generation Y in Ireland. Participants in this survey should be born on or in between the years of 1977 and 1994, which is defined as Generation Y.

Your participation in the research study is voluntary and you may withdraw at any time and if you did not wish to complete it. The questionnaire is completely anonymous, no personally identifiable information would be collected such as names, email addresses or IP addresses. The data collected will be used only for this study and will be treated in the utmost confidentiality. Your data will be stored securely and the results will be used only for academic purposes. The completed thesis will be kept in the National College of Ireland library.

The survey is divided into 3 sections and will take approx. 5 minutes to complete. Section 1 will look at Demographics, Section 2 Organisational Commitment and Section 3 The factors that influence Organisational Commitment.

By clicking next you are consenting to be a participant in this study, which is a research project being conducted for a level 9 qualification at the National College of Ireland. The study has been reviewed by the National College of Ireland ethics committee for research involving human subjects.

If you require any further information please do not hesitate to contact me by email at x17149258@student.ncirl.ie Thank you for your participation and assistance in this study.

Brian Phillips   **NEXT**

Request of Confirmation of Allen and Meyer's Test Measurement

3rd August 2018

Dear Dr Allen,

I was hoping you may be able to help me, I am a student in Dublin Ireland completing my thesis for my masters. My research was to investigate organisational commitment in Generation Y in Ireland.

I used your 24 question survey with a Likert scale of 1 - 7. While conducting my research I did come across TCM employee commitment survey academic user's guide where it stated that

"**Interpretation is based on an assessment of the average score and the level of dispersion around this average.**"

Is it just the mean I use to identify the level of commitment?

I was trying to identify the scores for high or low to run single sample t-tests using a test value. Is there anywhere that I might find a value associated with a level of high, moderate or low commitment?

Thank you for your time and I really appreciate your help.

Regards

Brian

Reply of Confirmation on Allen and Meyer's Test Measurement

5th August 2018

Hello Brian,

Yes, the mean for each of the 3 scales (ACS, CCS and NCS) is what is what most people report. There are no cut-offs / norms that establishing a particular mean score as "high" or "low" etc. ((the higher, the stronger is all). I suppose you could examine your observed scores in conjunction with those reported in any number of the hundreds of studies that have used the TCM scales. Attached is a (2002) meta-analysis based on lots of studies that has info that might be useful. And/or you could seek more recent studies (the TCM scales are used a lot in the published academic lit).

Or, if your goal is to examine whether Generation Y employees in Ireland (on each of the scales) differs from some other groups why not collect and/or locate TCM data from some relevant comparison sample? (e.g., Generation Y in some comparable English speaking country; or Generation X in Ireland, etc)? Much depends, I guess, on what your goal is.

Hope this helps.

Regards,

Natalie Allen

Analysis of Survey Results

Table 20. Generation Y Participants by Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	63	46.0	46.0	46.0
	Female	74	54.0	54.0	100.0
	Total	137	100.0	100.0	

The below bar chart in table 21 shows Generation Y participants broken down by the industry sector they currently are employed in. The top sector that participants of the survey worked in was finance and financial services sector with 25 participants.

Table 21. Bar Chart of Generation Y Participants by Industry Sector

Bar Chart: Generation Y Participants by Sector
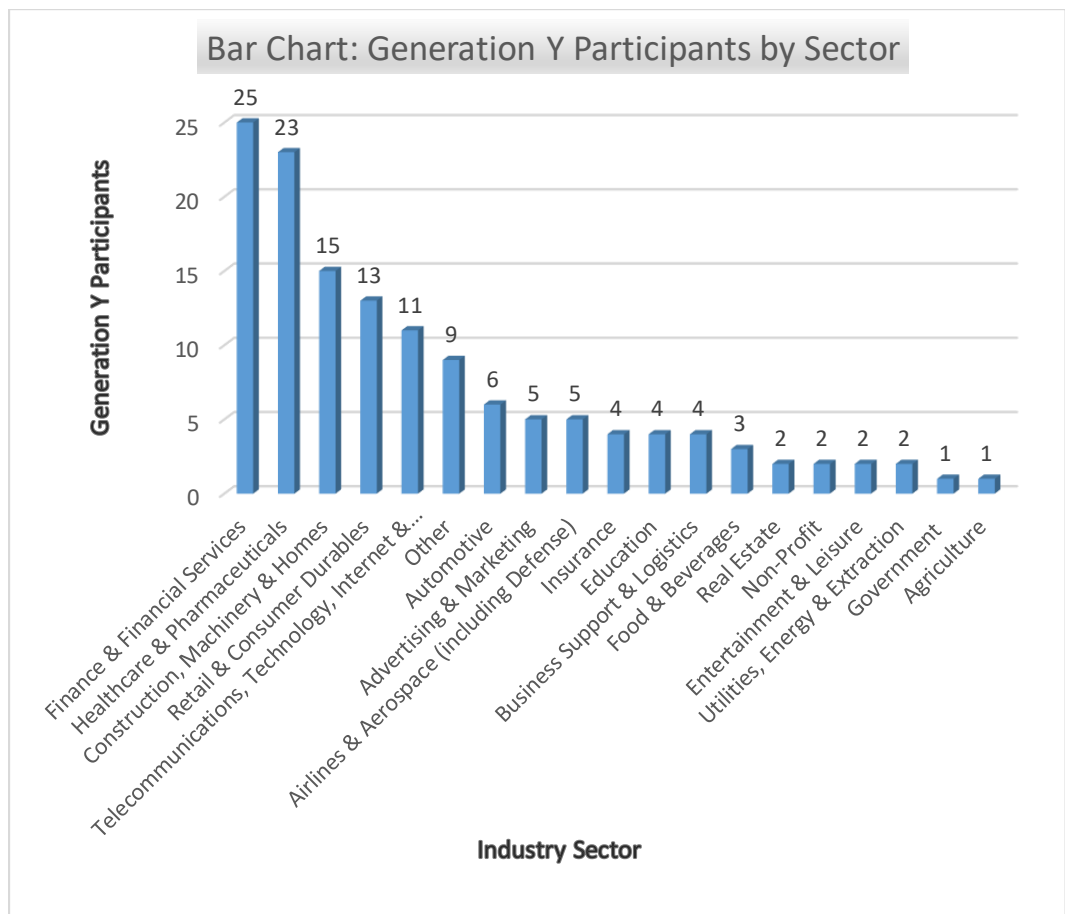
Allen and Meyer's Organizational Commitment Questionnaire

Affective Commitment: Cronbach Alpha Test

Table 22 below shows the Cronbach Alpha for affective commitment is α = .837, which is above the accepted level of .70. This demonstrates that the affective commitment questionnaire is internally reliable and consistent.

Table 22. Affective Commitment: Cronbach Alpha Test

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0
	Excluded[a]	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.837	8

Continuance Commitment: Cronbach Alpha Test

Table 23 below shows the Cronbach Alpha for continuance commitment is α = .735, which is above the accepted level of .70. This demonstrates that the continuance commitment questionnaire is internally reliable and consistent.

Table 23. Continuance Commitment: Cronbach Alpha Test

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0
	Excluded[a]	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.735	8

Normative Commitment: Cronbach Alpha Test

Table 24 below shows the Cronbach Alpha for normative commitment is α = .740, which is above the accepted level of .70. Therefore, this result demonstrates that the normative commitment questionnaire is internally reliable and consistent.

Table 24. Normative Commitment: Cronbach Alpha Test

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0
	Excluded[a]	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.740	8

The overall result when affective, continuance and normative scales were combined was a Cronbach Alpha of α = .824 seen below in table 25. This result demonstrates that the overall scale of Allen and Meyer's (1990) Organizational Commitment Questionnaire can be considered reliable and consistent.

Table 25. Affective, Continuance and Normative Commitment: Cronbach Alpha Test

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0
	Excluded[a]	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.824	24

Affective Commitment: Skewness and Kurtosis Testing

Skewness Testing

Table 26 below generates a Z value = -0.608 for affective commitment which was gathered from the Skewness being divided by the Std. Error of Skewness. This result is less than -2 and not greater than 2 which means acceptance of the null hypothesis of no Skewness (George and Mallery, 2010).

Kurtosis Testing

Table 26 below generates a Z value = -1.683 for affective commitment which was gathered from the Kurtosis being divided by the Std. Error of Kurtosis. This result is less than -2 and not greater than 2 which means acceptance of the null hypothesis of no Kurtosis (George and Mallery, 2010).

Table 26. Affective Commitment: Skewness and Kurtosis Testing

Descriptive Statistics

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Affective_Commitment	137	3.8777	1.20340	1.448	-.126	.207	-.692	.411
Valid N (listwise)	137							

Continuance Commitment: Skewness and Kurtosis Testing

Skewness Testing

Table 27 below generates a Z value = 0.381 for continuance commitment which was gathered from the Skewness being divided by the Std. Error of Skewness. This result is less than -2 and not greater than 2 which means acceptance of the null hypothesis of no Skewness (George and Mallery, 2010).

Kurtosis Testing

Table 27 below generates a Z value = -0.798 for continuance commitment which was gathered from the Kurtosis being divided by the Std. Error of Kurtosis. This result is less than -2 and not greater than 2 which means acceptance of the null hypothesis of no Kurtosis (George and Mallery, 2010).

Table 27. Continuance Commitment: Skewness and Kurtosis Testing

Descriptive Statistics

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Continuance_Commitment	137	4.0931	1.12776	1.272	.079	.207	-.328	.411
Valid N (listwise)	137							

Normative Commitment: Skewness and Kurtosis Testing

Skewness Testing

Table 28 below generates Z value = -0.702 for normative commitment which was gathered from the Skewness being divided by the Std. Error of Skewness. This result is less than -2 and not greater than 2 which means acceptance of the null hypothesis of no Skewness (George and Mallery, 2010).

Kurtosis Testing

Table 28 below generates Z value = -1.854 for normative commitment which was gathered from the Kurtosis being divided by the Std. Error of Kurtosis. This result is less than -2 and not greater than 2 which means acceptance of the null hypothesis of no Kurtosis (George and Mallery, 2010).

Table 28. Normative Commitment: Skewness and Kurtosis Testing

Descriptive Statistics

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Normative_Commitment	137	3.4325	.97664	.954	-.164	.207	-.762	.411
Valid N (listwise)	137							

These results from the Skewness Testing and Kurtosis Testing of affective, continuance and normative commitment are considered to demonstrate acceptable normality of distribution.

Affective Commitment: Tests of Normality

While the Skewness and Kurtosis tests did not demonstrate any significant differences regarding normality of distribution, a more robust test called the Shapiro Wilks test was be carried out. The Shapiro-Wilks test is considered the most reliable test to conduct for normality. If the result from the test is p > .05 then it is considered to be normally distributed. In table 29 shown below p = .118, which means affective commitment is considered normally distributed and parametric testing can be carried out.

Table 29. Affective Commitment: Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Affective_Commitment	.061	137	.200*	.984	137	.118

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Continuance Commitment: Tests of Normality

The Shapiro-Wilk test is conducted on continuance commitment if the result from the test is p > .05 then it is considered to be normally distributed. In table 30 shown below p = .752 which means continuance commitment is normally distributed and parametric testing can be carried out.

Table 30. Continuance Commitment: Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Continuance_Commitment	.052	137	.200[*]	.993	137	.752

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Normative Commitment: Tests of Normality

The Shapiro-Wilk test is conducted on normative commitment if the result from the test is p > .05 then it is considered to be normally distributed. In table 31 shown below p = .028 which means normative commitment is inferred not to be normally distributed and therefore non-parametric testing is required.

Table 31. Normative Commitment: Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Normative_Commitment	.092	137	.007	.978	137	.028

a. Lilliefors Significance Correction

Affective and Continuance Commitment: Correlation

Table 32. Affective and Continuance Commitment: Scatter Plot Diagram

Correlation of Affective & Continuance Commitment

R^2 Linear = 0.045

y=3.32+0.2*x
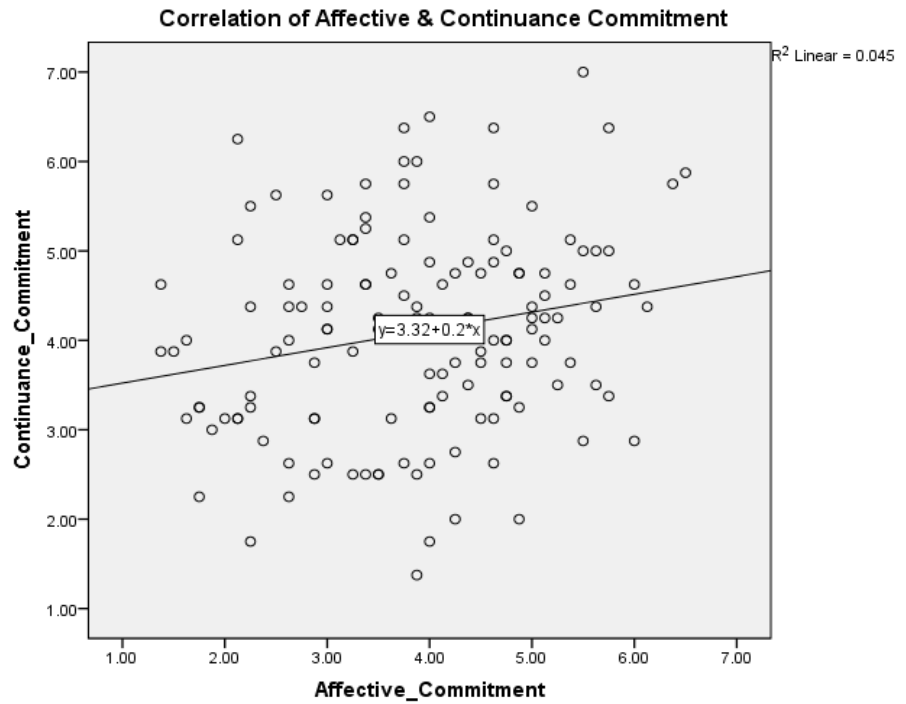
Affective and Normative Commitment: Correlation

Table 33. Affective and Normative Commitment: Scatter Plot Relationship

Correlation of Affective & Normative Commitment

R^2 Linear = 0.119

y=2.35+0.28*x

124
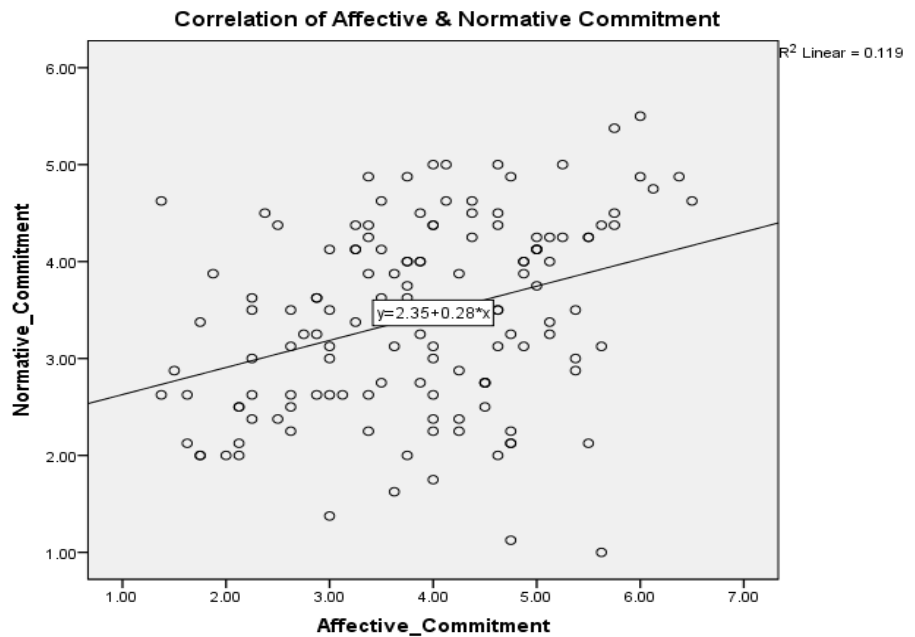
Continuance and Normative Commitment: Correlation

Table 34. Continuance and Normative Commitment: Scatter Plot Diagram
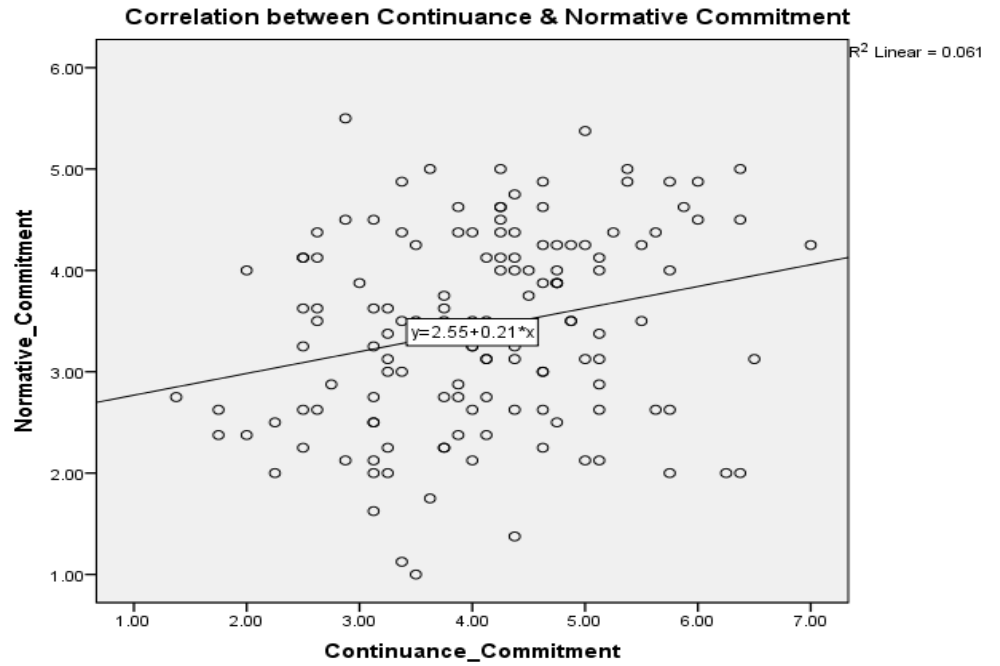
Affective Commitment: Industry Sector

Table 35, 36 and 37 below shows the breakdown of the various aspects of commitment in Generation Y by industry sector. As these results are from a convenience sample and therefore only a representation of the sample population of this research, the results shown below are for descriptive purposes only.

Table 35. Affective Commitment by Industry Sector

Bar Chart: Affective Commitment by Industry Sector

Mean Results of Affective Commitment

Industry Sector	Value
Government	6.5
Agriculture	5.13
Non-Profit	5.13
Entertainment & Leisure	4.75
Insurance	4.41
Real Estate	4.31
Telecommunications, Technology,…	4.30
Business Support & Logistics	4.25
Construction, Machinery & Homes	4.24
Healthcare & Pharmaceuticals	4.03
Other	4.00
Education	4.00
Airlines & Aerospace (including Defense)	3.83
Retail & Consumer Durables	3.83
Advertising & Marketing	3.60
Food & Beverages	3.46
Finance & Financial Services	3.25
Automotive	3.06
Utilities, Energy & Extraction	2.03

Table 36. Continuance Commitment by Industry Sector

Bar Chart: Continuance Commitment by Industry Sector

Mean Results of Continuance Commitment

Industry Sector	Value
Government	5.88
Food & Beverages	5.17
Agriculture	4.75
Education	4.63
Entertainment & Leisure	4.50
Healthcare & Pharmaceuticals	4.49
Insurance	4.28
Advertising & Marketing	4.22
Non-Profit	4.19
Retail & Consumer Durables	4.15
Other	4.07
Real Estate	4.06
Business Support & Logistics	4.03
Construction, Machinery & Homes	3.98
Automotive	3.94
Airlines & Aerospace (including Defense)	3.88
Finance & Financial Services	3.78
Telecommunications, Technology,…	3.55
Utilities, Energy & Extraction	3.13

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Table 37. Normative Commitment by Industry Sector

Bar Chart: Normative Commitment by Industry Sector

Mean Results of Normative Commitment (Y-axis) vs Industry Sector (X-axis)

Industry Sector	Mean
Government	4.63
Non-Profit	4.38
Agriculture	4.25
Entertainment & Leisure	4.06
Insurance	4.00
Automotive	3.92
Education	3.88
Retail & Consumer Durables	3.76
Airlines & Aerospace (including...	3.75
Construction, Machinery & Homes	3.73
Business Support & Logistics	3.66
Finance & Financial Services	3.33
Other	3.25
Real Estate	3.13
Healthcare & Pharmaceuticals	3.11
Telecommunications, Technology,...	3.03
Advertising & Marketing	3.00
Food & Beverages	2.75
Utilities, Energy & Extraction	2.25

Affective, Continuance and Normative Commitment: Overall Mean Statistics

Table 38 below shows the mean of each question for each aspect of commitment to gain an understanding from a comparative perspective.

Table 38. Affective, Continuance and Normative Commitment: Individual Mean Statistics

Affective Commitment	N	Mean	Std. Deviation	Variance
1) I would be very happy to spend the rest of my career with this organisation.	137	3.55	1.855	3.44
2) I enjoy discussing my organisation with people outside it.	137	4.56	1.68	2.821
3) I really feel as if this organisation's problems are my own.	137	3.55	1.778	3.161
4) I think that I could easily become as attached to another organisation as I am to this one. (R)	137	2.75	1.413	1.997
5) I do not feel like 'part of the family' at my organisation (R)	137	4.19	1.78	3.17
6) I do not feel 'emotionally attached' to this organisation (R)	137	4.12	1.9	3.609
7) This organisation has a great deal of personal meaning for me.	137	4.00	1.879	3.529
8) I do not feel a strong sense of belonging to my organisation. (R)	137	4.28	1.753	3.073

Continuance Commitment	N	Mean	Std. Deviation	Variance
1) I am not afraid of what might happen if I quit my job without having another one lined up. (R)	137	4.57	2.054	4.218
2) It would be very hard for me to leave my organisation right now, even if I wanted to.	137	3.74	1.989	3.956
3) Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	137	4.31	1.999	3.996
4) It wouldn't be too costly for me to leave my organisation now. (R)	137	4.26	1.945	3.783
5) Right now, staying with my organisation is a matter of necessity as much as desire.	137	4.48	1.799	3.237
6) I feel that I have too few options to consider leaving this organisation.	137	3.61	1.759	3.093
7) One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	137	3.59	1.869	3.493
8) One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice -another organisation may not match the overall benefits I have here.	137	4.18	1.81	3.278

Normative Commitment	N	Mean	Std. Deviation	Variance
1) I think that people these days move from company to company too often.	137	4.03	1.736	3.014
2) I do not believe that a person must always be loyal to his or her organisation. (R)	137	3.47	1.659	2.751
3) Jumping from organisation to organisation does not seem at all unethical to me. (R)	137	3.33	1.558	2.428
4) One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	137	3.5	1.716	2.943
5) If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.	137	3.05	1.721	2.961
6) I was taught to believe in the value of remaining loyal to one's organisation.	137	3.64	1.648	2.717
7) Things were better in the days when people stayed with one organisation for most of their careers.	137	2.99	1.524	2.323
8) I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)	137	3.45	1.548	2.397

Investigating Whether Organisations Attempt to Create Commitment

Skewness Testing

Table 39 below generates a Z value = -0.277 for the investigation into whether Generation Y feel their organisations attempt to create commitment. The result was gathered from the Skewness being divided by the Std. Error of Skewness. This result is less than -2 and not greater than 2 which means acceptance of the null hypothesis of no Skewness (George and Mallery, 2010).

Kurtosis Testing

Table 39 below generates a Z value = -1.812 for the investigation into whether Generation Y feel their organisations attempt to create commitment. The result was gathered from the Kurtosis being divided by the Std. Error of Kurtosis. This result is less than -2 and not greater than 2 which means acceptance of the null hypothesis of no Kurtosis (George and Mallery, 2010).

These results from the Skewness Testing and Kurtosis Testing are considered to demonstrate acceptable normality of distribution.

Table 39. Investigating Whether Organisations Attempt to Create Commitment: Skewness and Kurtosis Testing

	Statistics								
	N						Std. Error of		Std. Error of
	Valid	Missing	Mean	Std. Deviation	Variance	Skewness	Skewness	Kurtosis	Kurtosis
Commitment	137	0	4.66	1.682	2.828	-.633	.207	-.745	.411

Table 40 below shows the results from the industries which the Generation Y sample is employed in. It demonstrates which members of the sample feel

their employer is creating organisational commitment. These results are from a convenience sample and therefore only a representation of the sample population of this research, the results shown below are for descriptive purposes only.

Table 40. Organisations Attempting to Create Commitment by Industry Sector
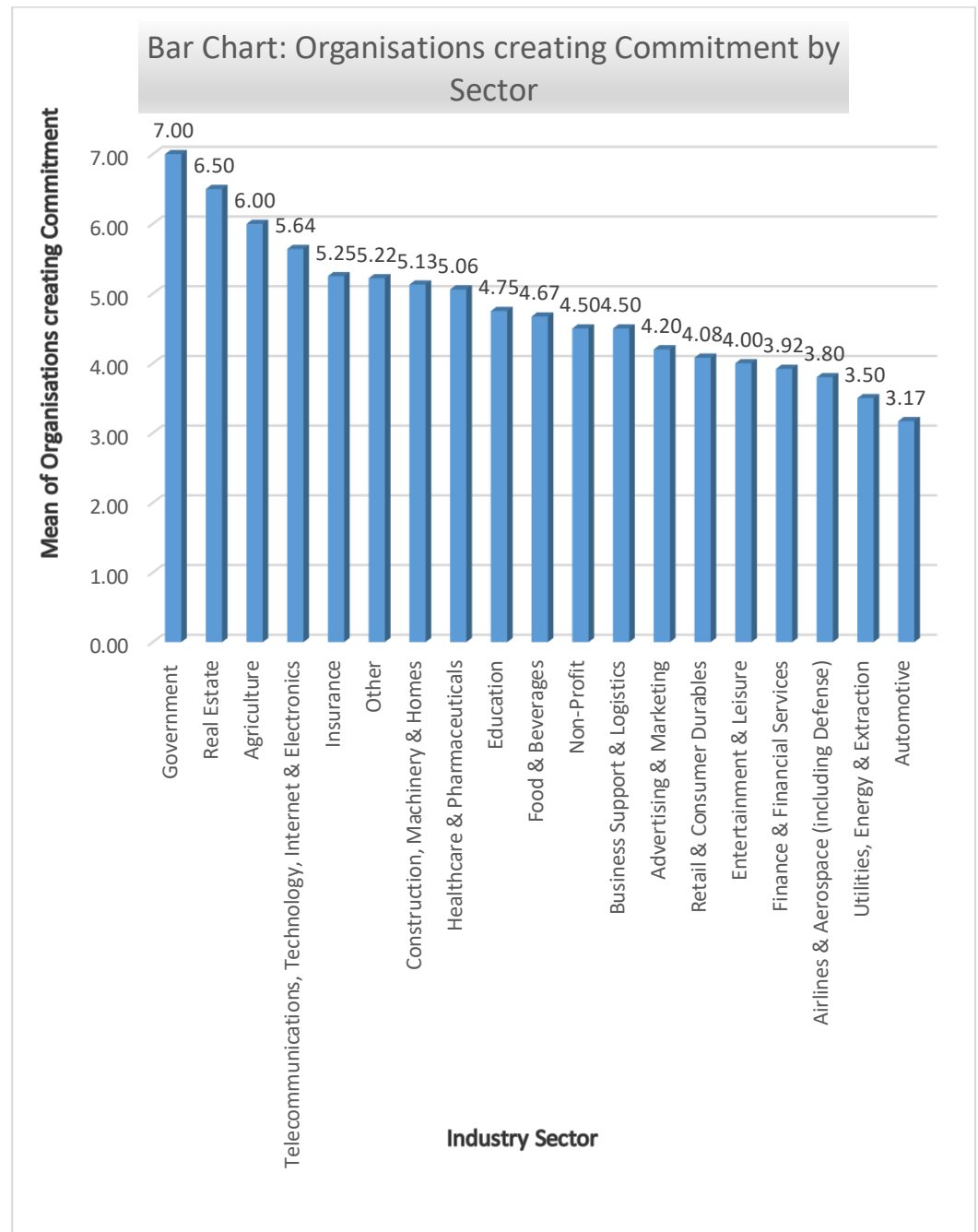
Factors that Influence Commitment/Job Attributes

The table 41 below shows the Cronbach Alpha for the job attributes scale is .789 which is above the accepted level of .70. Therefore, this result demonstrates that the job attributes questionnaire is internally reliable and consistent.

Table 41. Factors that Influence Commitment/Job Attributes: Cronbach Alpha Test

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0
	Excluded[a]	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.789	9

Factors that Influence Organisational Commitment/Job Attributes: Skewness Testing and Kurtosis

Skewness Testing

Table 42 below generates Z value = -0.792 for factors that influence organisational commitment/job attributes. This result was gathered from the Skewness being divided by the Std. Error of Skewness. The result is less than -2 and not greater than 2 which means accept the null hypothesis of no Skewness (George and Mallery, 2010).

Kurtosis Testing

Table 42 below generates Z value = 0.177 for factors that influence organisational commitment/job attributes. This result was gathered from the Kurtosis being divided by the Std. Error of Kurtosis. This result is less than -

2 and not greater than 2 which means acceptance of the null hypothesis of no Kurtosis (George and Mallery, 2010).

Table 42. Factors that Influence Organisational Commitment/Job Attributes: Skewness Testing and Kurtosis

Statistics

	N		Mean	Std. Deviation	Variance	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
	Valid	Missing							
Job_Attrbutes	137	0	3.4639	.61686	.381	-.591	.207	1.166	.411

Factors the Influence Commitment/Job Attributes: Statistical Breakdown

Table 43 below shows a breakdown of all the statistics regarding the factors that influence organisational commitment/job attributes questionnaire. From using the mean statistics the influencing factors/job attributes can be ranked in ascending order.

Table 43. Factors that Influence Commitment/Job Attributes: Statistical Breakdown

Descriptive Statistics

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Location	137	3.49	1.112	1.237	-.542	.207	-.280	.411
Promotion	137	3.21	1.166	1.359	-.168	.207	-.908	.411
Pay	137	3.31	1.136	1.290	-.338	.207	-.523	.411
Benefits	137	3.23	1.091	1.191	-.118	.207	-.633	.411
Company Image	137	3.13	.914	.836	-.206	.207	.183	.411
Colleague Relationships	137	3.82	.815	.665	-.312	.207	.065	.411
Job Security	137	3.65	.982	.965	-.711	.207	.359	.411
Supervisor Relationships	137	3.74	.883	.780	-.904	.207	1.325	.411
The Work	137	3.59	.936	.876	-.679	.207	.828	.411
Valid N (listwise)	137							

Combined Scales: Cronbach Alpha

Table 44 below shows the Cronbach Alpha for the combined scales of the questionnaire being .771 which is above the accepted level of .70. Therefore, this result demonstrates that the complete questionnaire including affective commitment, continuance commitment, normative commitment and factors that influence organisational commitment/job attributes is internally reliable and consistent.

Table 44. Combined Scales: Cronbach Alpha

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0
	Excluded[a]	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.771	37

Descriptive Statistical Breakdown for all Questionnaire Sections

Table 45 below shows a complete breakdown of all the descriptive statistics for the scales in the questionnaire.

Table 45. Descriptive Statistical Breakdown for all Questionnaire Sections

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Affective_Commitment	137	1.38	6.50	3.8777	1.20340	-.126	.207	-.692	.411
Continuance_Commitment	137	1.38	7.00	4.0931	1.12776	.079	.207	-.328	.411
Normative_Commitment	137	1.00	5.50	3.4325	.97664	-.164	.207	-.762	.411
Building_Commitment	137	1	7	4.66	1.682	-.633	.207	-.745	.411
Job_Attrbutes	137	1.00	4.67	3.4639	.61686	-.591	.207	1.166	.411
Valid N (listwise)	137								