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Investigating the Relationship between Organisational Culture and
Organisational Commitment of Generation Z employees in Ireland

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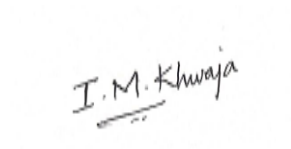
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Abstract

This research seeks to understand the relationship between organisational culture and organisational commitment among the generation Z employees in Ireland. The aim of the research is to establish how various cultural frameworks influence the level of commitment of this pool of the newcomers in the workplace. This study used a quantitative approach of data collection to identify the relationship between Wallach's (1983) bureaucratic culture, supportive culture and innovative culture and affective commitment of Gen Z employees in Ireland. A Spearman's rank order correlation analysis indicates an association between supportive and innovative organisational cultures with affective commitment of Gen-Z workers. The study is underlining the importance of cultural congruence between Gen-Z values like flexibility, collaboration, diversity, and innovation to the enhancement of employee loyalty in the future. These results provide insight to employers that even though Gen Z's are sought to be different from the previous generations, their views about culture similar to those of the previous generations. Thus, in times where it's difficult for organisations to retain employees because of excessive competition, employers that focus on developing a positive work environment will be able to reduce turnover and retain employees for longer. This research paper not only adds to the body of knowledge regarding the generational dynamics within organisational settings but also provides effective strategies to promote cohesive workplace cultures and increase commitment of Generation Z employees in the workplace.

Keywords: Organisational Culture, Organisational Commitment, Generation Z, Ireland, Spearman's rank order correlation,

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Chapter I

Introduction

With workplaces becoming more multi-generational, there's a pressing need to understand the characteristics of the newest generation that is the Generation Z which will soon be flooding the workforce. Organisations around the world are increasingly grappling with issues related to attracting and retaining employees. The Covid-19 pandemic has led to the rethinking and reworking of organisational structure, practices, and policies. According to a CIPD survey (2022), HR practices of employee engagement, talent- its attraction, retention and development, workplace planning, culture development are being prioritized. These shift in priorities are largely because employees are increasingly and actively wanting to reshape their work-life (CIPD, 2022). Thus, organisations need to re-evaluate their work environments to promote attraction and retention, thereby reducing turnover. Organisations with committed employees tend to experience less turnover and good work performance (Balanesu, 2017). Studies have also found organisational culture emerging as an important factor in association with the employee's commitment to the organisation (Balanesu, 2017; Sarhan, Harb, Shrafat, and Alhusban, 2020). Organisation culture is not only found to be related to increasing employee commitment which in turn is related to reduction in turnover (Ayari and AlHamaqi, 2021) but also helps the company develop an employer brand which is necessary for attracting the right talent to the company (Garavan, Carbery and Rock, 2011; Bolander, Werr and Asplund, 2016).

The challenges in developing a company culture and fostering employee commitment is further compounded as companies become more age-diverse (Zheltoukhova, 2017). Each generation has its own set of values, ideas and attitudes that are formulated by the collective but distinctive experiences of their cultural, economic and political climate (Gifford, 2020; McCrindle, 2014). The newest generation that is increasingly becoming a part of the workforce is 'Generation Z' or 'Gen Z' as they are popularly known. This cohort comprises of individuals born between 1995-2010 (Ganguli and Padhy, 2023; McCrindle, 2014; McKinsey & Co., 2023) and are estimated to make up 24.3% of the US workforce as of 2018 (Deloitte, 2018) and 27% of the workforce in OECD countries (Andretta & Sandric, 2023).

Generation Z is characterized as having shorter-attention spans due to social media usage (Jones, Chauhan & Torabian, 2019), are achievement-oriented, highly educated and suffering more from anxiety and depression as compared to the previous generations (Schroth, 2019). High level of mental health problems in Gen Z's are attributed to the deep impact of the Covid 19 pandemic (McCarty, 2024) and the use of social media has found to only exacerbate the issue (Kaplan & Courtney, 2024). With respect to the work values, Gen Z's prefer flexible work schedule, avoid meetings, value knowledge over degrees (Seifert, Ness, Eddy, Buff & D'Abate, 2023). They also require immediate feedback from employers (Jones *et al*, 2019) and consider hierarchical and authoritarian structures as less important (Burton, Mayhall, Cross and Patterson, 2019). A study conducted by INOP (2023) on LinkedIn found that 87% of Gen Z's in Europe are likely to seek other job opportunities, if their current employers values fail to align with their values, an aspect of organisational culture that is of crucial important in the job satisfaction and commitment of employees.

As the current workplace consist of multiple generations namely Baby Boomers, Generation X, Generation Y/Millennials and now Generation Z working simultaneously and at different levels in the organisational hierarchy, understanding the needs of each generation and creating a healthy work atmosphere where each of these cohorts can work collaboratively and cohesively with the goal of promoting organisational productivity, is of paramount importance to human resource personnel. Thus, it is important to understand the newest generation entering the workforce and the cultural dynamics most suited for them that will help in increased loyalty and commitment of this generation to a company.

1.1. Concepts in the study

This study aims to identify the relationship between organisational culture namely, supportive, bureaucratic, and innovative culture (Wallach, 1983) and affective commitment (Allen & Meyer, 1993) of Generation Z employee in Ireland.

1.1.1. Theoretical Underpinnings of Organisational Culture:

Culture as a term has historically been used to define values, practices and norms that characterize the workings of a group. The formulation of such values, practices and its effects are being studied within the business context as well. Researchers in the field of management have tried to study and

define organisational culture and climate and its formation and impact on different aspects of its human capital. For instance, Schein (2004) defined organisational culture as, “a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” Such a definition regards the development of culture resulting from the best practices and approaches to resolve a problem both internal and external to the organisation and an expectation of the new hires to mirror these ways of working.

On the other hand, Wallach (1983) purported that effective cultures are those that not only reinforce the organisation’s mission and strategies but are also appropriate for the needs of the employees and the business. According to Wallach (1983), organisational culture can be divided into three dimensions, namely bureaucratic, innovative and supportive. *Bureaucratic cultures* refer to strict hierarchical structures and are based on control and power. *Innovative cultures* as the name suggests provide environments for creativity to thrive and involves challenges and risk taking. *Supportive cultures* are characterised by humanistic values of trust, collaboration, safe and open environments with a focus on relationship building. Each of these cultures present their own set of challenges and advantages and the predominance of one culture depends on the nature of business and size of the organisation. Wallach (1983) also highlights that each organisation has elements of all the three cultures, however, one type of culture seems to dominate the workings of an organisation.

Wallach’s (1983) conceptualisation of culture is closely associated with David McClelland’s Human Motivation Theory where needs of an individual determine which culture the individual will thrive in. As this research tried to understand the culture best suited for Gen Z’s commitment, it is also necessary to take into account the needs that drive Generation Z to continue to work for an organisation for longer periods and which cultural values are most representative of these needs. Thus, Wallach’s conceptualisation of culture will be an effective tool to understand the culture Gen Z’s most resonate with, which results in higher retention, lower levels of turnover intentions, and ultimately higher commitment.

1.1.2.Theoretical Underpinnings of Organisational Commitment:

Researchers have attempted to define commitment of an employee to an organisation in several ways. It has been defined as, “the strength of an individuals’ identification with and involvement in a particular organisation” (Porter, Steers, Mowday and Boulian, 1974). They characterized commitment as having three factors: (a) believing and accepting organisations goals and values, (b) a willingness to put effort on behalf of the organisation, (c) and a strong desire to maintain membership within the organisation.

Several researchers have tried to study organisational commitment and its association with factors such as employees intention to stay in an organisation (Shanker, 2013; Morin, Meyer, McInerney, Marsh, Ganotice Jr. 2015), job satisfaction (Rusu, 2013), organisational citizenship behaviour (Kuniawati, 2023), and turnover intention of employees (Dumitru, Burtaverde, and Mihaila, 2015; Ayari and AlHamaqi, 2021; Anh Do, Doan, Vu, Le, Tran and Nguyen, 2023). Thus, organisational commitment emerges to be an important variable that is weighed against several other constructs that are essential to the work life of an individual.

For this research, the three component model developed by Allen and Meyer (1993) will be used. Allen and Meyer (1990) distinguished between three types of commitment namely affective commitment, normative commitment, and continuance commitment. *Continuance commitment* is based on the individual’s need to stay with the organisation because there is a lack of job alternatives or because the perceived cost of leaving the organisation is higher than the price of staying with the organisation. *Normative commitment* is based on the feeling of being obligated to stay with the organisation. *Affective commitment* is associated with an individual’s high identification with and strong belief in organisational values and objectives. It reflects a sense of belonging that the employee experiences within the organisation and is obvious through their actions of high involvement and engagement in activities related to the job (Allen & Meyer, 1990). According to Mowday and Steers (1979) affective commitment encompasses “mere passive loyalty to an organisation”. They describe it as “an active relationship with the organisation such that individuals are willing to give something of themselves in order to contribute to organisation’s well-being”. Affective commitment has also found to be an important factor in employee’s turnover intentions, which is inversely related to employee’s loyalty to an organisation (Anh Do *et al*, 2023). This

research has also tried to study the component of affective commitment with regards to Gen Z employees.

Chapter II

Review of Literature

Several studies have tried to identify the relationship between organisational commitment and organisational culture in different industries and age groups and have also taken different approaches to understand this relationship. The following will help us to understand the vast literature trying to investigate the relationship between organisational culture and commitment.

This review of literature is sectioned in a manner where it initially tries to highlight the literature on organisational culture and commitment. This is followed by reviewing literature available on these two variables in relation to Generation Z.

2.1.Organisational Culture and Employee Commitment:

Sarhan, Harb, Shrafat, and Alhusban (2020) tried to understand the effect of different types of cultures proposed by Wallach (1983) on the commitment of employees in the hotel industry in Jordan. They found that supportive and bureaucratic cultures tend to have a significant association with commitment whereas innovative cultures do not. Supportive culture was found to have a positive relationship with commitment. Teamwork, a characteristic feature of supportive culture was also found to have the strongest impact on commitment in a telecommunication company (Nyugen, Tat and Dang, 2023). Two surprising findings emerge from Sarhan *et al's* (2020) study which were contrary to previous research and hypothesis proposed, they found a positive association between bureaucratic cultures and commitment and did not find any association between innovative cultures and commitment.

The first contrary finding is explained by the fact that middle eastern cultures promote and tolerate high power-distance which is a characteristic feature of bureaucratic cultures. However, Lok and Crawford (2004) did not find statistically significant association between bureaucratic cultures and commitment of managers in Hongkong which is assumed to be a culture that values and promotes hierarchical structures and high-power distance. They also found supportive and innovative cultures to have a strong impact on the commitment of Australian managers than Hongkong managers.

On similar lines, bureaucratic cultures did not have a significant association with commitment of employees in Malaysian companies while supportive and innovative cultures were found to significantly moderate the relationship between leadership and commitment (Ying and Ahmad, 2008). Abdullah, Shamsuddin and Wahab (2015) also found organisational culture to be a mediating factor when studying the effect of transformational leadership on organisational commitment. Acar (2012) tried to study the association between organisational culture, leadership and commitment of employees in Turkish logistics companies. They found that clan culture which is characterized by teamwork and collaboration is most seen in the Turkish companies and is also strongly associated with commitment. Clan culture proposed by Cameron and Quinn (1999) seems to closely relate to supportive culture proposed by Wallach (1983) which is also characterized by team- work and collaboration.

Wells and Lower (2016) found similar results when they tried to study the impact of different cultures on part-time student employee's commitment who were working in the recreation department of universities. They, like Acar (2012) found that clan culture was a positive predictor variable of commitment, but also adhocracy cultures, which is characterized by decentralization of power and more teamwork, were found to be positive predictors of commitment. In addition, they found no significant relationship between hierarchy culture types and commitment of the student employees. Both cultures, adhocracy and clan, share characteristics with supportive culture.

Studies from the Indian subcontinent also found a strong impact of factors that define an organisations culture and are positively associated with the commitment of employees in different industries (Dwivedi, Kaushik and Luxmi, 2013; Pathardikar and Sahu, 2011). Dwivedi *et al* (2013) found that factors such as confrontation, trust, authenticity and pro-action strongly influenced the commitment of employees in the small scale Indian BPO companies. Moreover, Pathardikar and Sahu (2011) not only found that organisational structure affects the commitment of employees in the Indian public sector units but also found that employees are sensitive to the changes in organisational culture which suggests that improvement in the organisational climate can encourage more commitment to the organisation.

Research has also found relationship between innovative cultures and commitment of employees. Škerlavaj, Song and Lee (2010) conducted research on organisational learning culture in South

Korean firms and found that learning culture within an organisation strongly influences innovative culture while Jo and Joo (2011) found that learning organisation culture is associated with Korean employees commitment to the organisation.

The above stated body of literature has tried to understand commitment with respect to specific industries in specific countries with little to no consideration of the cohort participating in the study. However, these studies highlight the importance of creating a sound organisational culture that helps them attract and retain the right talent and build a sense of commitment and loyalty to the organisation. As time changes, there's a pressing need to understand the perspective of the new generations of employees that will be occupying the workspace. It's essential to determine if these new employees actually consider culture to be of significant importance and whether it's a factor that promotes their commitment to the organisation.

2.2.Generation

Z:

Studies have indicated that Gen Z's are at a higher rate of experiencing mental health problems due to excessive screen time and social media usage where they undergo constant scrutiny, judgement and comparison. As a result, reduced performance at work is a consequence of the anxiety and depression they experience (Schroth, 2019). They also have found to be a generation that prioritize their happiness in professional space and prolonged loyalty to an organisation does not take precedence over it (Anh Do *et al*, 2023). They are also likely to higher turnover intentions if they have negative feelings or are unhappy with their organisation (Kampf, Lorincová, Hitka & Stopka, 2017; Gaan & Shin, 2022; Randstad, 2022). Jones, Chauhan and Torabian (2019) found that Gen Z's are more ambitious, less likely to recognize hierarchy and authority (Burton *et al*, 2019) and the least committed to their careers (Waworuntu, Kainde & Mandagi, 2022) as compared to the previous generations. Thus, HR professionals need to focus their attention on building the commitment of Generation Z employees, to experience high levels of retention within their organisation.

2.3.Generation Z and Affective Commitment:

Allen and Meyer (1990) distinguished between three types of commitment namely affective commitment, normative commitment and continuance commitment. Affective commitment is found to be an important factor in employees turnover intentions (Anh Do *et al*, 2023). They also found the

while employees satisfaction was directly related to their affective commitment, organisation's that provide an emotionally draining work atmosphere have employees with reduced levels of affective commitment to the organisation. These findings are further supported by studies conducted by Cole, Bernerth, Walter and Holt (2010) and Thanacoody, Newman and Fuschs (2013). They found that emotionally and mentally exhausting work environments result in lower affective commitment among employees. Considering the Gen Z population are already less satisfaction with their work as compared to the other generations and also experience less commitment to the organisation (McKinsey, 2023), it might be the case that Gen Zs in Ireland might be experience the same. Hence it becomes even more important to understand what factors within the organisation can reduce Gen Z's turnover intentions to retain them in an organisation for longer which is indicative of their commitment to the organisation.

2.4. Generation Z and Organisational Culture:

Several studies have highlighted the importance of a sound organisational culture and its effects on other employee behaviours that promote productivity and profits of an organisation. With regards to Generation Z employees, Brown (2019) tried to understand the factors that Generation Z accounting students were looking for to pursue an internship at a company. Of all the factors studied, it was found that organisation culture emerged as the most influential factor that would affect the decision-making process of students in selecting a company for internship. Pandita (2021) conducted research on Generation Z in India and found that this new cohort prefers working with companies that promote collaboration with teammates and colleagues while also requiring greater flexibility and independence at work. Like Burton *et al's* (2019) findings where Gen Z's do not prefer hierarchical and authoritarian structures, Pandita (2021) also found that the newer group of employees prefers flatter organisational structures and predicts that as Gen Z's advance in their careers and gain more experience, they will likely do away with rigid job titles. The factors such as collaboration and greater flexibility are features of Wallach's supportive culture whereas finds such as preference for flatter organisational structures and lesser number of rigid titles aligns with the fact that Generation Z have not much of a liking for hierarchical structures.

Kampf *et al.* (2017) drew similar conclusions from their study where they tried to understand the perception of culture across different generations in European Transport Enterprise. They found that

clan culture, which is synonymous with Wallach's (1983) classification of supportive culture, is valued and important across all generations. Cohesion, commitment, flexibility and collaboration are characteristic features of clan culture. Studies conducted on younger employees in China found that the old bureaucratic style of an organisation results in lower levels of commitment and satisfaction (Zhu, Warner & Feng, 2011). Zhu, Xie, Warner and Guo (2015) found that the younger workforce placed higher importance on fairness and justice, which are features of Wallach's (1983) supportive culture.

Dunger (2023) tried to study the influence of organisational culture on affective commitment of employees in a German industry. It was found that aspects related to supportive culture such as team cohesion, caring attitude and fairness were all related to affective commitment of employees. Similarly, Saha and Kumar (2017) tried to understand the relationship between job satisfaction and affective commitment with organisational culture as a mediating variable. They found that supportive and innovative cultures have a strong mediating effect on affective commitment and job satisfaction of employees in India. They found a correlation value of 0.46 between affective commitment and supportive culture and 0.42 between affective commitment and innovative culture. They found support that affective commitment has a strong impact on job satisfaction in the presence of innovative and supportive culture. Whereas a correlation of 0.19 was found between affective commitment and bureaucratic cultures indicating that job satisfaction is highly affected by affective commitment when companies score low on bureaucratic cultures.

As can be seen from the above literature review that most researches have tried to understand commitment and organisational culture with respect to a particular industry or in a particular country. Most of these studies have tried to understand the underpinning of commitment or culture across generations rather than pertaining to one cohort. Like Saha and Kumar (2017), this study tried to identify the correlation between affective commitment and the three cultural categories of bureaucratic, innovative and supportive culture. However, it tried to statistically examine the relationship between these variables among Generation Z employees in Ireland. Generation Z is quickly entering the workforce, yet little research has been done to understand their preferences, capabilities and interaction with others in the workplace (Burton *et al*, 2019). Also, evaluation of previous literature suggested, even though there are a growing number of Generation Z employees entering the workforce in Ireland (Wang, 2024), there is little research specifically to the Irish work

culture. Thus, it is important to understand the dynamics between these variables to help Irish companies improve their culture and enhancing the commitment of employees resulting in improved retention.

Chapter III

Research Questions

3.1. Research Aim

The aim of this research is to identify the relationship between Organisational Culture and Commitment of Generation Z employees in Ireland. Given that the number of individuals around the world belonging to this cohort is growing, with 21% of the Irish population comprising of Generation Z (Manning, 2020), it is important to understand the characteristics of this culture. From the perspective of employers, this generation is rapidly becoming a part of the workforce and thus employers will have to identify ways of working to effectively leverage this demographic. From previous studies it has been identified that different aspects of an organisation which is ultimately categorized as their culture is found to have a solid impact on how an employee behaves or feels about the organisation (Saha & Kumar, 2017). This affects the employee's decision to continue being loyal or committed to the organisation/company (Shanker, 2013). High levels of commitment to an organisation are inversely related to an employee's intention to leave the organisation. Turnover intentions whether high or low directly affects the organisation. In cases where turnover intentions are high, organisation's have to put additional efforts to find a new person to do the job (Burton *et al*, 2019). In cases where it is low, organisations have productive employees leading to profitable companies. Factors such as collaboration, team-work, and trusting work environment are associated with commitment of employees (Acar, 2012; Wells & Lower, 2016; Saha & Kumar, 2017). This research tries to identify if similar trends and work characteristics are valued by Generation Z in Ireland.

3.2. Research Question:

The broader research question that this study has tried to address is as follows:

Is there a relationship between organisational culture- bureaucratic, supportive and innovative- with affective commitment of Gen Z employees in Ireland?

Three research questions were further derived from this main question which are stated below:

1. Is there a relationship between bureaucratic culture and affective commitment of Generation Z employees in Ireland?
2. Is there a relationship between supportive culture and affective commitment of Generation Z employees in Ireland?
3. Is there a relationship between innovative culture and affective commitment of Generation Z employees in Ireland?

3.3. Research Hypotheses:

On the basis of the above literature, the following hypotheses have been proposed for the study:

Hypothesis 1 (H1)- There will be a relation between affective commitment of employees and bureaucratic company culture.

Hypothesis 2 (H2)- There will be a relationship between affective commitment of employees and innovative company culture.

Hypothesis 3 (H3)- There will be a relationship between affective commitment of employees and supportive company culture.

Chapter IV

Research Methodology

4.1. Introduction:

The methodology outlines the method that is chosen to carry out the study and how this method influenced the process of analyzing the result of the study. It also highlights the research philosophy underpinning the study and the methods that were used to collect and analyze data.

4.2. Philosophical Assumptions:

There are four research philosophies that are widely used in research undertaken in the field of business and management (Saunders, Lewis and Thornhill, 2023, p. 148). These are Positivism, Interpretivism, Postmodernism, and Pragmatism. The philosophy that resonates with the study being proposed here is ‘positivism’ which involves deriving results that reflect unambiguous and accurate knowledge where the researcher remains detached from the study. Such research is highly structured, leaving as little scope for researchers bias to affect the results of the study. However, it seems unlikely for the researchers’ own views to not influence the methods used to study the variables proposed. The philosophy that resonates with the researcher proposing the study is ‘post-positivism’ and will be used for this research. Such an approach will help acknowledge the views of the researcher proposing the study.

The other philosophy that could have been used for this research is Interpretivism where emphasis is placed on deriving new theories or meaning from research by interviewing people to understand the meaning they derive. It involves undertaking qualitative analysis on the data collected from a small sample of people through in-depth interviews or conducting investigations.

Such an approach would have been ideal if the constructs were intended to study in a particular organisation. Results from such a study will only help draw inferences about that organisation, limiting the generalizability of results to organisations operating all over Ireland. The rationale of the research here is to primarily understand the relationship between organisational subcultures and organisation commitment of Gen Z employees in Ireland.

Thus, post-positivism is the philosophy being used for the study which will help the researcher collect data and conduct quantitative analysis for the purpose of supporting or refuting the hypotheses that have been postulated on the basis of previous studies investigating similar relationships.

4.3. Research Methods:

A research method refers to the way in which a researcher wishes to collect data to understand the research question. The three popular research methods that are frequently used by researchers are qualitative, quantitative, and mixed method. On the basis of the research method, a statistical technique is used to analyse the results of the study.

4.3.1. Qualitative Research:

Qualitative research refers to a data collection procedure that utilizes non-numerical data to answer the research question. It makes use of interviews or unstructured observation and then analyses the data by summarizing, categorizing and interpreting findings to generate a theory or hypothesis (Saunders, Thornhill & Lewis, 2023).

4.3.2. Quantitative Research:

Quantitative research involved the use of numerical data that is then analysed using the relevant statistical tests to establish significance. It makes use of surveys and questionnaires to collect data to validate a hypothesis or test a theory (Saunders *et al.*, 2023). The results of a quantitative study are represented through tables and graphs.

4.3.3. Mixed Method:

Research that is designed to use both qualitative and quantitative ways of collecting and analysing data, such a research method is referred to as mixed methods (Saunders *et al.*, 2023).

4.4. Research Design:

The research design proposed for this study is a cross-sectional, exploratory study that will use quantitative analysis (correlational analysis) to analyse the data collected and then accept or reject the hypotheses.

4.4.1. Reason for Correlational Study:

The philosophical theory that was utilized was that of postpositive worldview helped the researcher verify existing theories through quantitative analysis of data (Saunders *et al*, 2023). The research problem tried to identify the relationship between the variable under question, quantitative data will help the researcher get a wider sample that will help to generalize the results of the study. Data collected using quantitative analysis helped the researcher to not only examine the relationship between variables but also accurately verify the hypotheses based on generation of numerical data.

4.5. Data collection:

The researcher created Google forms to collect data for this study. The google form consisted of the consent form, the demographic details form, Organisational Culture Index, Employee Commitment Survey, debriefing form and an undertaking by the researcher to keep the form confidential. After the forms were approved, the researcher circulated the form through social media websites like Facebook, Twitter and Instagram.

The author alone has access to the responses recorded by the participants for the research. The responses of the participants are stored in a folder that is password protected. This folder will be preserved for 5 years as per National College of Ireland's policy of storing data.

4.6. Sampling:

The sampling method that was chosen for this study was non-probability snowball sampling (Saunders *et al*, 2023 p. 293). Such an approach helped the researcher identify the right participants for the sample and provide a wider reach which could help with the generalizability of the results.

The sample that was used in the study was Generation Z employees working in Ireland. This sample was selected as it has been observed that very little information is available on this cohort that is rapidly becoming a part of the workforce in Ireland. There has been very little research about the organisational culture of companies in Ireland and its relationship with organisational commitment of Gen Z employees. With the help of this research, the author proposes to add to the existing literature of organisational culture and commitment of Gen Z employees in Ireland. Moreover, high turnover intentions have been observed among employees with low levels of commitment (Burton *et al*, 2019). Organisational commitment found to be associated with employee's intent to stay in an

organisation (Shanker, 2013; Morin, Meyer, McInerney, Marsh, Ganotice Jr. 2015) and organisational culture is associated with job satisfaction of employees (Kim, Geun, Choi and Lee, 2017).

Thus, it is important to determine if a relationship exists between the two variables that could provide HR managers insight into how organisational culture can be enhanced to improve the commitment of Gen Z employees in an organisation.

4.7. Questionnaires:

Two questionnaires will be used for this to measure the constructs of organisational commitment and organisational culture. The proposed usage of these questionnaires is supported by Saha and Kumar (2017) study where they used the same instruments to measure organisational culture and affective commitment of employees in Indian state-owned enterprises.

4.7.1. Organisational Culture Index:

The questionnaire that will be used to study organisational culture is Wallach's Organisational Culture Index (OCI). According to Wallach (1983), organisational culture can be divided into three dimensions of innovative culture, supportive culture and bureaucratic culture. Each company has a mix of all the three cultures with a dominance of one culture. The scale consists of 24 items with 8 items describing one culture. The participants respond to the items using a 4- point Likert scale where '0' indicates the item doesn't describe their organisation and '4' indicates the item most describes their organisation.

The Cronbach α values for the three variables of bureaucratic, innovative and supportive cultures were found to be 0.63, 0.69 and 0.89 respectively. These values are comparable to the values stated in the research conducted by Saha and Kumar (2017). The Cronbach α values for their study are as follows: supportive culture was 0.80, bureaucratic culture was 0.82 and innovative culture was 0.85. Cronbach α values between 0.7-0.9 are considered to be a good measure of the internal consistency of a scale. The values reported by this study for supportive and innovative cultures is lower than that of Saha and Kumar's (2017). Saha and Kumar (2017) studied 712 employees in the Indian public sector. This difference might be attributed to the variation in sample demographics such as age, culture and the sample size.

4.7.2. Employee Commitment Survey- Revised Version:

Organisational commitment will be measured using the Meyer and Allen (2004) Employee Commitment Survey- Revised version (Meyer, Allen & Smith, 1993) which measures three forms of employee commitment namely affective, normative, continuance commitment. However, for the purpose of this research only Affective Commitment Scale (ACS) will be used. The ACS consists of 6 questions measures on a 7-point Likert scale where '1' represents strong disagreement with the statement and '7' represents 'strong agreement'. Statements 3, 4 and 5 are reversed scored.

The component of affective commitment is being studied in this research. Our analysis yielded a Cronbach alpha value of 0.79 for the 6 items of affective commitment. The study conducted by Saha and Kumar (2017) reported a Cronbach alpha value of 0.84. Even though the value of 0.79 is slightly lower than the value reported by Saha & Kumar (2017), they fall within the range, suggesting that the scale has high internal consistency.

4.8. Limitations of the study

The main limitation of the study is the sample size of 50 participants. Even though supportive culture was found to predict affective commitment, which is in alignment with previous studies, the variance that was observed was not very strong. This could be improved by studying a larger sample size which could also lead to generalizability of the results.

A disadvantage of quantitative study is the possibility that participants might be responding to the questionnaire in a socially desirable manner in spite of the responses being anonymous. This bias could lead the subjects to either over-appreciate or diminish their experiences, which eventually could lead to negatively affecting the reliability of the findings.

The present study tried to identify the relationship between two variables namely organisational culture- bureaucratic, supportive and innovative and affective commitment, however, there could be several other factors such as job satisfaction, burnout, work-life balance that could be mediating this relationship and which could have an effect on the outcome of the analysis.

The present study utilized quantitative methods to collect data. However, to better understand the experiences of employees in their organisation, a mixed- methods approach can be used where the

qualitative data would be able to rule out shortcomings of responding in a socially desirable manner. This qualitative data when corroborated with quantitative will yield a deeper analysis.

Chapter V

Results and Analysis

5.1. Background of the participants:

A total of 50 participants took part in the survey. All the participants met the research criteria of belonging to the age range of 18-26 working in Ireland.

Out of the 50 participants 68% of the participants were females (34) and 32% were males (16).

	N	Range	Min.	Max.	Sum	Mean	Std. dev.
Age	50	8.00	18.00	26.00	1140	22.80	2.398
Gender	50	1.00	.00	1.00	16.00	.3200	.47121

Table 1 represents the descriptive statistics of participants based on age and gender.

As can be seen above, the age range of participants is from 18-26 years and the mean and standard deviation is 22.80 and 2.398 respectively. For gender, 1.00 is coded as males for the purpose of this study. Out of the 50 participants the number of males is 16 which accounts for 32% of the population and the number of females is 34 which accounts for 68% of the population.

5.2. Descriptive Statistics of the Variables

A descriptive analysis was conducted for the 4 variables under study that have been abbreviated as follows: bureaucratic culture (BurCul), innovative culture (InnCul), supportive culture (SupCul) and affective commitment (AC). The findings are reported in Table 2. As can be seen from Table 2, the mean for bureaucratic culture, innovative culture and supportive culture was 16.74, 13.54 and 16.72 respectively and the standard deviation was found to be 3.275, 4.006, and 4.827 in that order. The mean and standard deviation for affective commitment was found to be 3.96 and 1.254 respectively.

	N	Min.	Max.	Mean.	Std. dev.
BurCul	50	10.00	24.00	16.74	3.275
InnCul	50	4.00	21.00	13.54	4.006
SupCul	50	9.00	24.00	16.72	4.827
AC	50	1.50	6.50	3.96	1.254

Table 2 represents the descriptive statistics of the variables under study.

5.3. Testing Hypothesis for collected data:

This study aimed at investigating the relationship between culture and commitment of Gen Z employees. The three types of culture that were being investigated are bureaucratic culture, innovative and supportive culture. Their relationship with Gen Z employees' affective commitment was being investigated in this research.

The statistic that was used to identify this relationship was a correlation coefficient. A correlation coefficient helps in quantifying the strength of the linear relationship between two variables (Palant, 2020). A correlation coefficient value ranges from -1 to +1 where -1 represents a perfectly negative correlation and +1 indicates a perfectly positive correlation.

All of the variables under study contained quantifiable data, hence the parametric statistic test to estimate the direction and the strength of the relationship should be Pearson's product moment correlation. The linearity of the relationship between the variables was established as can be seen in figure 1, figure 2 and figure 3. However, Pearson's product moment correlation assumes normality. As can be seen from figure 4, figure 5, figure 6 and figure 7, the data obtained for this study is not normally distributed. Hence, the non-parametric statistic of Spearman's rank order correlation

(Spearman's rho) was used to analyse the strength and the direction of the relationship between the variables.

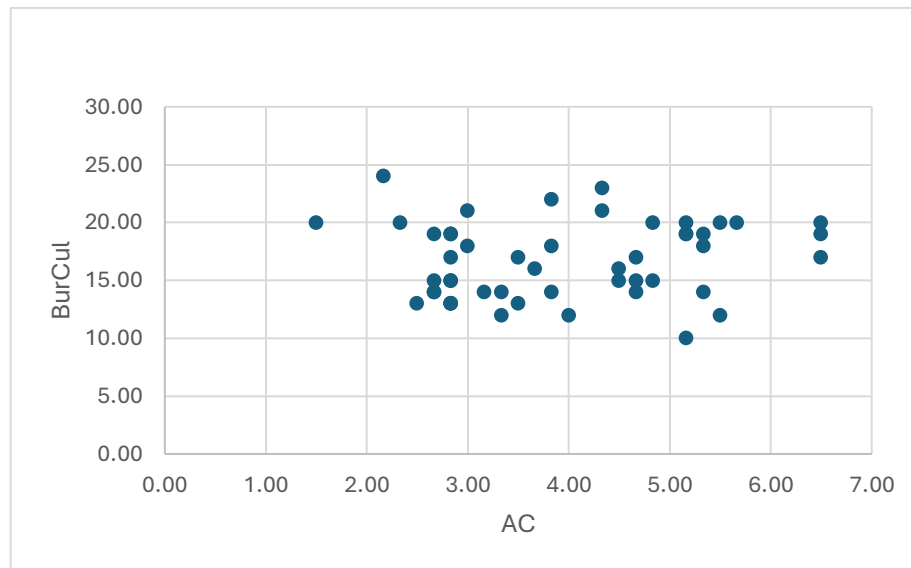


Figure 1 represents a scatterplot for Bureaucratic Culture and Affective Commitment.

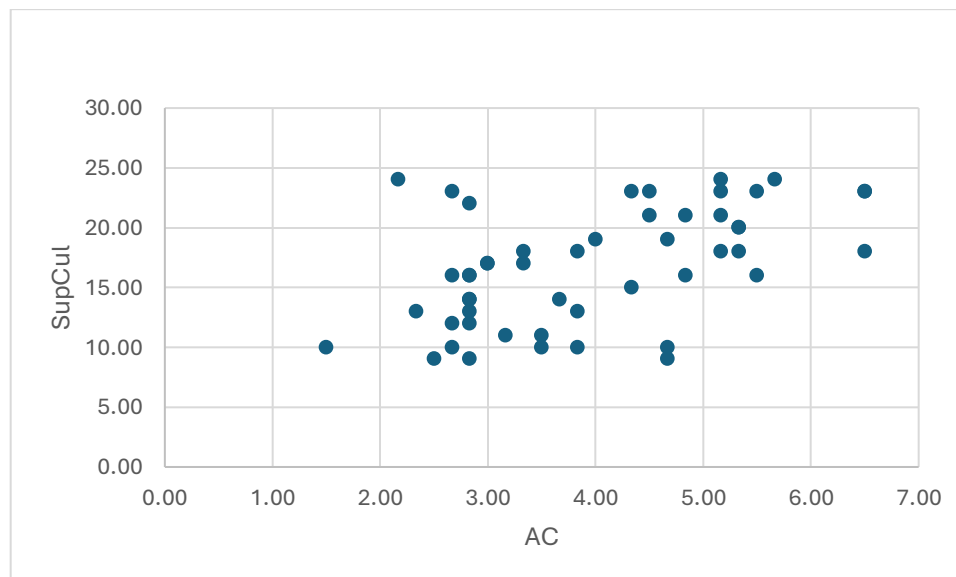


Figure 2 represents a scatterplot for Supportive Culture and Affective Commitment.

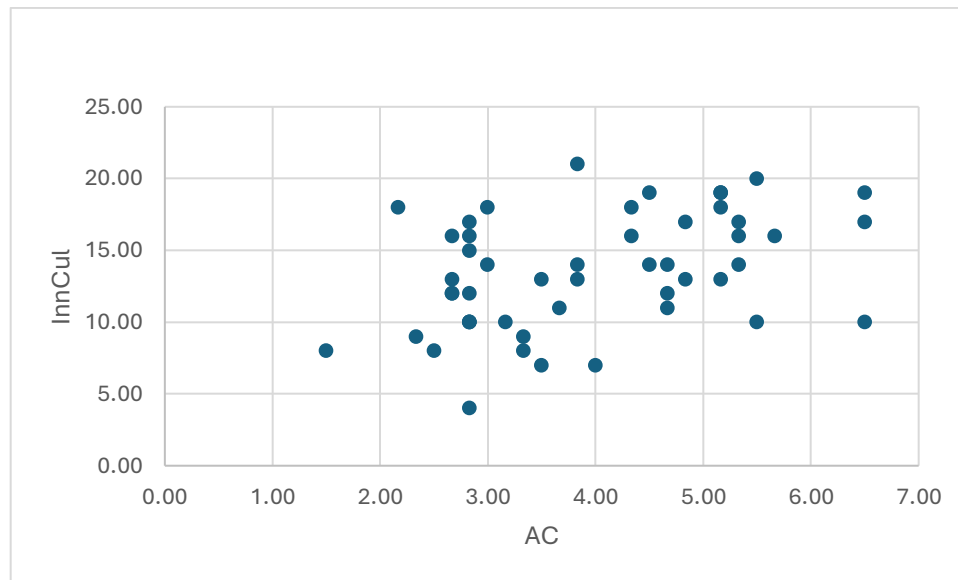


Figure 3 represents a scatterplot for Innovative Culture and Affective Commitment.

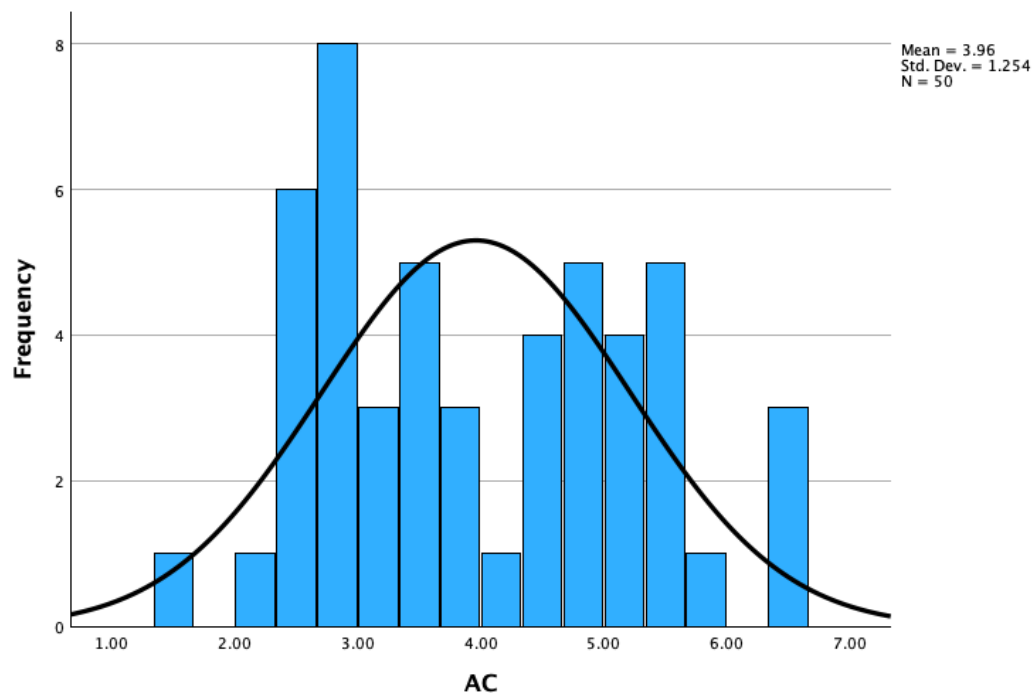


Figure 4 represents distribution of data for the variable of Affective Commitment (AC)

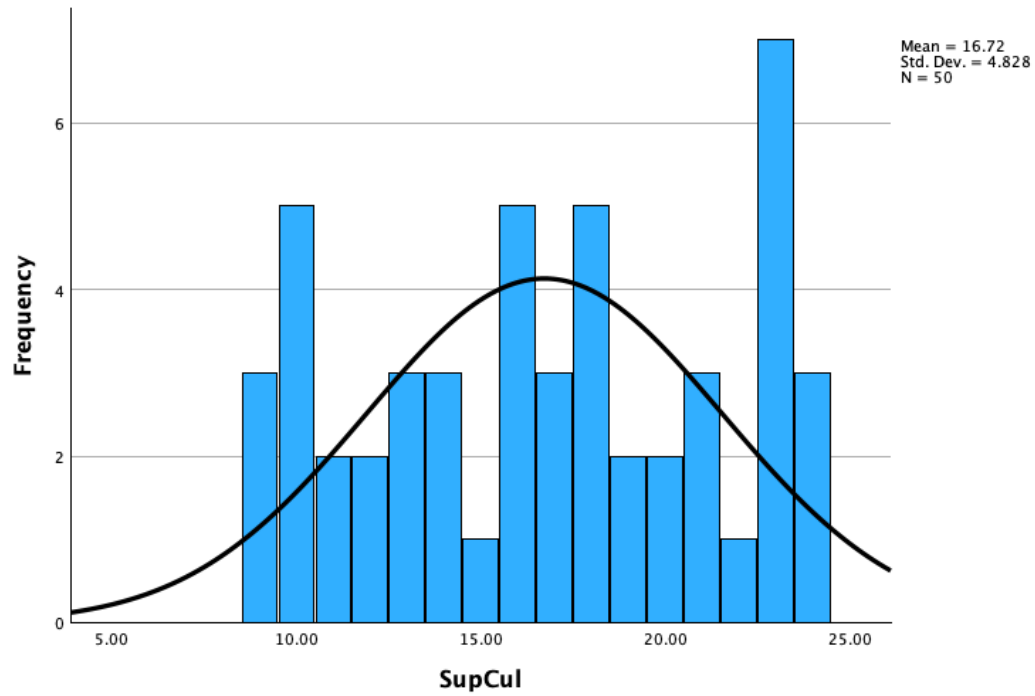


Figure 5 represents distribution of data for the variable of Supportive Culture (SupCul)

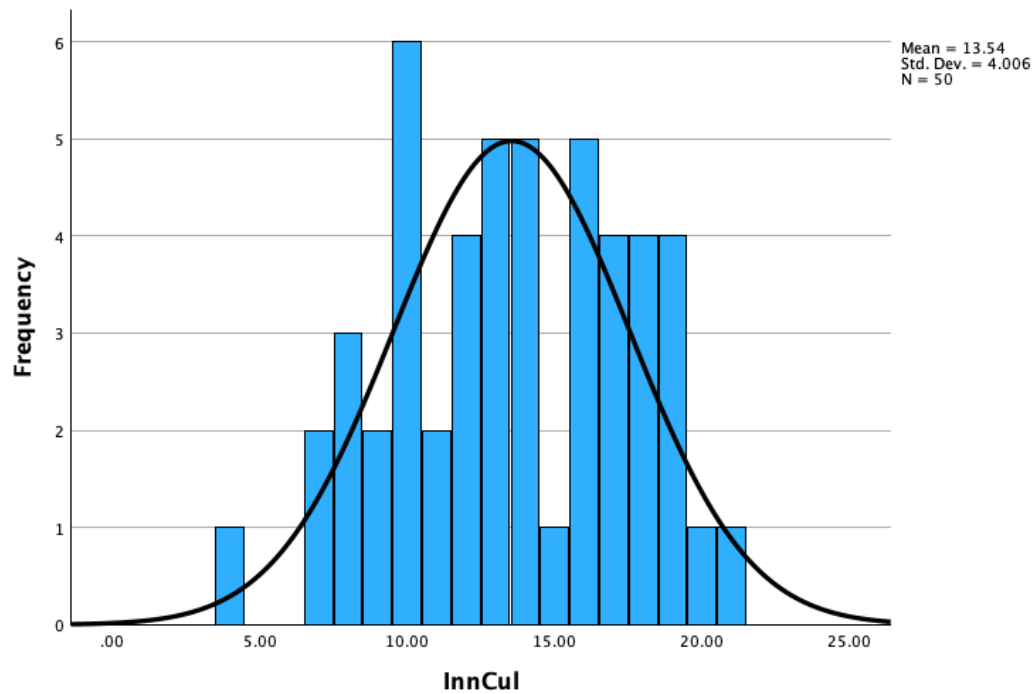


Figure 6 represents distribution of data for the variable of Innovative Culture (InnCul)

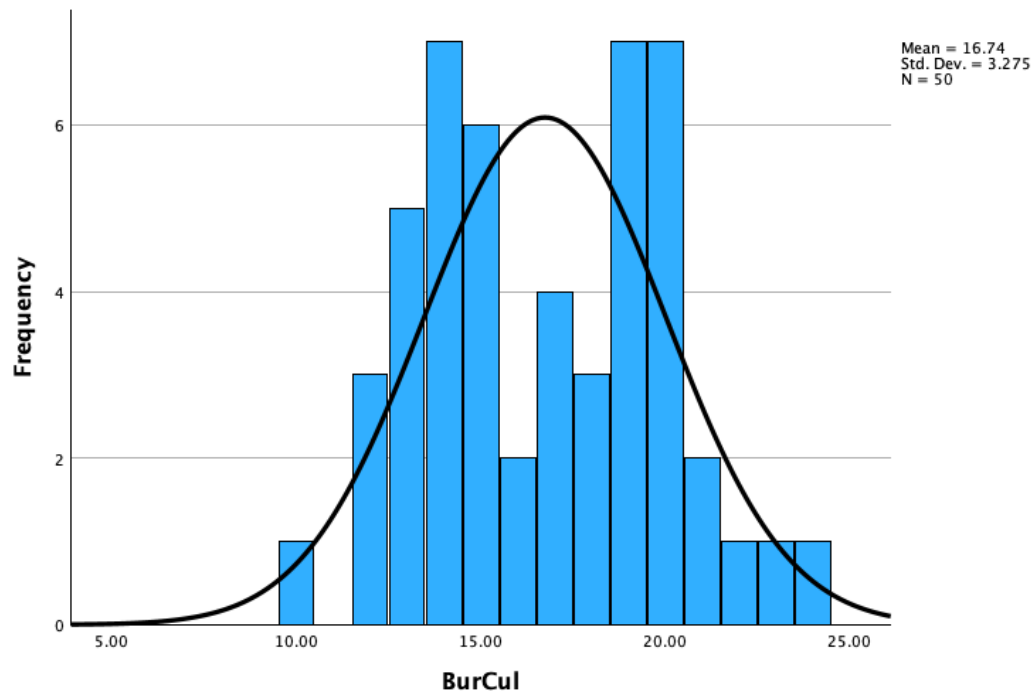


Figure 7 represents distribution of data for the variable of Bureaucratic Culture (BurCul)

		BurCul	InnCul	SupCul	AC
BurCul.	Correlation Coefficient	1.000	--	--	--
	Sig. (2-tailed)	.	--	--	--
InnCul.	Correlation Coefficient	.431**	1.000	--	--
	Sig. (2-tailed)	.002	.	--	--
SupCul.	Correlation Coefficient	.379**	.514**	1.000	--
	Sig. (2-tailed)	.007	<.001	.	—
AC	Correlation Coefficient	.124	.403**	.490**	1.000
	Sig. (2-tailed)	.392	.004	<.001	.

N= 50

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

Table 3 represents the Spearman's rho correlation coefficient values for the variables being investigated in the study.

Spearman's *rho* was used to assess the relationship between the variables of Organisational culture (Bureaucratic Culture, Supportive Culture and Innovative Culture) and Affective Commitment of Generation Z employees in Ireland. Spearman's *rho* was used as the current research was conducted on 50 participants and the data set is not normally distributed, hence Pearson's product moment correlation would be inappropriate to use.

The research question that this study was trying to investigate is whether there is a relationship between organisational culture and commitment of employees. It raised 3 research questions:

Is there a relationship between bureaucratic culture and affective commitment of Generation Z employees in Ireland?

Is there a relationship between supportive culture and affective commitment of Generation Z employees in Ireland?

Is there a relationship between innovative culture and affective commitment of Generation Z employees in Ireland?

5.3.1. Hypothesis 1 (H1):

As can be seen in Table 3, a correlation value of .124 was found between bureaucratic culture and affective commitment. Even though a relationship was found to be between the variables, it was not found to be statistically significant ($=.392$). Thus, H1 'There will be a relation between affective commitment of employees and bureaucratic company culture' was not validated by the results of the study.

5.3.2. Hypothesis 2 (H2):

A correlation value of .403 was found between innovative culture and affective commitment which indicates a moderate positive relationship. This value was found to be statistically significant at 0.01 level, $p=.004$, $p < 0.01$. This suggests that Generation Z employees perception of their organisation as innovative is associated with high levels of affective commitment. Thus, H2 'there will be a

relationship between affective commitment of employees and innovative company culture’ was found to be validated by the results of this study.

5.3.3. Hypothesis 3 (H3):

A correlation value of 0.490 was found between supportive culture and affective commitment. This suggests a positive moderate correlation and it was found to be statistically significant at $<.001$ level, $p = <.001$, $p < 0.01$. Thus, H3 ‘there will be a relationship between affective commitment of employees and supportive company culture’ was found to be validated by the results of this study.

Moreover, a positive moderate correlation of .514 was found between supportive and innovative culture. This value was found to be significant at 0.01 level where $p = <.001$, $p < 0.01$. Supportive and Innovative cultures exhibit characteristics that align with the values that Gen Z prefer in their work environment.

5.4. Multiple Regression:

Since the correlational analysis revealed a statistically significant relationship between culture and commitment, a multiple regression was done to identify if organisational culture can predict the affective commitment of Gen Z employees. It addresses the broader research question of understanding the relationship between the different types of culture and affective commitment of Gen Z employees in Ireland.

To conduct multiple regression, IBM SPSS was used to analyse the data. The composite scores of the three independent variables- bureaucratic, supportive and innovative- were entered in the software and the composite score of affective commitment which is the dependent variable was used. The following tables and figures represent the results of this analysis.

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Tolerance	VIF
		B	Std. Error	Beta	t			
1	(Constant)	1.748	.561		3.114	.003		
	SupCul	.132	.032	.509	4.100.	<.001	1.000	1.000

a. Dependent Variable: AC

Table 4 Coefficients

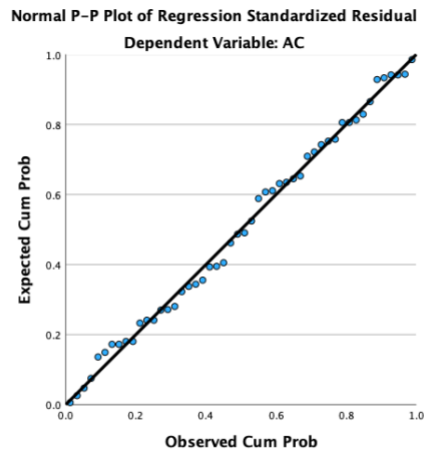


Figure 8: Normal P-P Plot of regression Standardized Residual

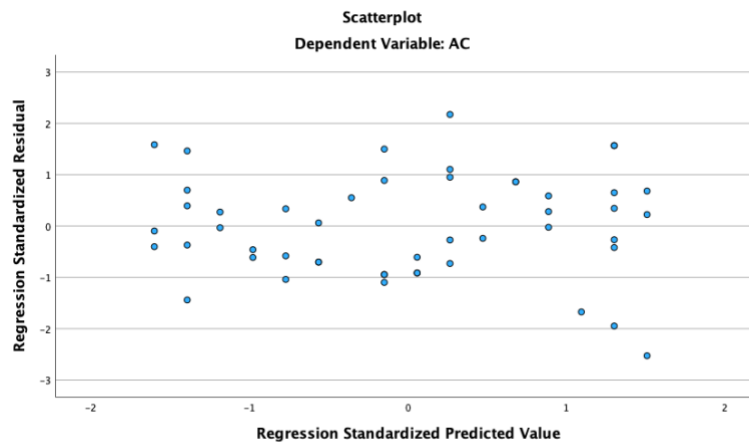


Figure 9: Scatterplot of Regression Analysis

The multi-collinearity assumption was met by the model generated, which can be seen from Table 6 where the Tolerance value was 1.000 and the VIF values was found to be 1.000. This assumption was further inspected using the Normal Probability Plot (P-P) of the Regression Standardised Residual (Figure 8) and the Scatterplot (Figure 9).

Figure 8 represents a reasonably straight line and no major deviations, hence confirming normality. Figure 9 represents that the scatterplots are roughly rectangularly distributed, and most scores are concentrated in the center. Thus, these provide evidence that the model has met the assumption of multicollinearity.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 ^a	.259	.244	1.09062

a. Predictors: (Constant), SupCul
b. Dependent Variable: AC

Table 5 Model Summary

As can be seen in Table 5, labelled Model Summary, the R Square value indicates how much of the variance in the dependent variable (affective commitment) is explained by the independent variable (supportive culture) (Pallant, 2020). A value of .259 indicates that 25.9 per cent of the variance in affective commitment can be explained by supportive culture. Table 6 represents a statically significant result with Sig.= <.001, $p < 0.005$.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.993	1	19.993	16.808	<.001 ^b
	Residual	57.094	48	1.189		
	Total	77.087	49			

a. Dependent Variable: AC
b. Predictors: (Constant), SupCul

Table 6 ANOVA

From Table 4, the Sig. value was found to be <.001 which is less than .05. A value of less than .05 indicates that supportive culture is making a significant unique contribution to the prediction of

affective commitment which is the dependent variable (Pallant, 2020). The independent variables of bureaucratic and innovative culture were excluded from the model.

Model		Beta In	t	Sig.
1	BurCul.	-.001b	-.745	.460
	InnCul	.312b	1.526	.134

a. Dependent Variable: AC

b. Predictors in the Model: (Constant), SupCul

Table 7 Excluded Variables

As can be seen from Table 7, bureaucratic culture and innovative culture were excluded from the model as they do not significantly contribute to the variance in the dependent variable which is affective commitment. The Sig. value of .460 and .134 for bureaucratic and innovative culture respective were found to be more than .05, thus indicating statical insignificance.

These results will be further discussed in the next section where the author tries to understand the results in relation to the previous studies conducted.

Chapter VI

Discussion

Several researchers have tried to understand the relationship between organisational culture and its relationship with organisational commitment of employees. Studies have tried to understand the impact of these variables on organisations in different parts of the world (Ganguli *et al*, 2023), on different industries (Sarhan *et al*, 2020) and different age groups (Burton *et al*, 2019). The current research tried to understand the relationship between organisational culture and commitment of Generation Z employees in Ireland.

As addressed by Burton *et al* (2019), in their systematic review of different elements in an organisation that affect multi-generational teams, the need to understand Generation Z which may differ significantly from previous generations and more research needs to be done to identify their ways of working, preferences and abilities. According to a CIPD survey of 2022, talent management- its attraction, retention, and development- tops the list of HR priorities for the years to come in Ireland (CIPD, 2022). Generation Z is the youngest generation flooding the workplace with a projected increase in the labor market of 14.5% by 2025 and 41.7% by 2030 (Niewirowski, 2023). There are several Generation Z employee characteristics that have been identified such as they value happiness in workplaces (Anh Do *et al*, 2019) and an inability to experience that, can result in higher turnover intentions (Gaan & Shin, 2022; Randstand, 2022). It is vital to understand what aspects of the work environment motivates Gen Z to be associated with an organisation They are also a generation that are not enamoured by hierarchy and authority at workplace (Burton *et al*, 2019). All of these factors hint at identifying if there is an association between a company's culture and commitment of an employee to an organisation, such that more favourable a company culture in terms of its values aligning with the current generation, more the employee's commitment to the organisation. The results of the following study have been highlighted below with previous studies supporting the findings of this research.

Generation Z's strong rejection of hierarchichal structures is easily evident from the statistically insignificant correlation found between bureaucratic cultures and commitment. Pandita (2021) also found that Gen Z's do not want to associate themselves with tags that represent hierarchy. Generation Z has been characterized as being an ambitious generation (Burton *et al*, 2019) and a company that

has been characterized as having a strong bureaucratic culture is less likely to attract and retain ambitious or creative people (Wallach, 1983).

In contrast, as Generation Z found to be more ambitious than the previous generations, they thrive in innovative work environments that provide space for the growth of such aspirations (Wallach, 1983). A statistically significant correlation was found between innovative organisational culture and affective commitment of Gen Z employees in Ireland. Moreover, Schroth (2019) found that Generation Z are also more likely and willing to take on challenges if they have their managers or bosses show support by sharing stories of personal failure. Such encouragement, sociability and relationship-building are elements of supportive work culture (Wallach, 1983).

A positive moderate correlation was found between organisational culture and organisational commitment of Gen Z employees in Ireland. These intangible rewards such as company culture is more important to this generation (Ganguly & Padhy, 2023) and factors such as salary are less important (McCrindle, 2014). Pandita (2021) found that Generation Z prefer work environment that encourage collaboration and inclusivity. A work environment that involves such elements fosters a positive emotional feeling towards the organisation for one's job, thus increasing affective commitment of employees to the organisation and ultimately increasing job satisfaction (Saha & Kumar, 2017). A positive organisational culture and job satisfaction have been found to negatively impact the turnover intentions of Generation Z employees (Rohayati, Destalani, Arizka, Fahrezi, & Dwidienawati, 2023).

The three hypotheses that were postulated were found to be validated by the results of the correlational analysis. A further regression analysis was done to identify the impact of the independent variables of organisational culture- bureaucratic, supportive and innovative- on the affective commitment of Gen Z employees.

The results of the multiple regression indicated that supportive culture accounts for 25.9 per cent of the variance in the affective commitment of Gen Z employees. This small difference could be attributed to the small sample size of 50 participants, yet supportive culture emerged as the only predictor of affective commitment of Gen Z employees. Dunger (2023) studied aspects of the work culture that affect the commitment of employees. Out of all the cultural dimensions studied team

cohesion was found to be most highly correlated with affective commitment of employees. Among other variables that were found to be highly correlated were caring attitude and fairness. They also found that culture accounted for 61.4% of the variance in the commitment of employees. These factors of team cohesion, caring attitude and fairness are all characteristic features of supportive work culture (Wallach, 1983).

With respect to supportive work environment, Chillakuri (2020) found supervisor support to be a strong moderator variable in understanding the relationship between Gen Z's intention to quit the job and work related boredom. This indicates that stronger the supervisor support the less the employee intends to quit. The intention to quit a job is inversely related job satisfaction and commitment of employees (Burton *et al*, 2019; Anh Do *et al*, 2023). When employees receive supervisor support, they experience a feeling of being a member of the group which translates to a feeling of commitment to the organisation (Chillakur, 2020). Schroth (2019) reported that supervisor support seems to be the most important factor for Gen Z employees.

Gen Z's perception of organisational support was also found to have a significant positive impact on employee well-being (Xueyun, Al Mamun, Masukujjaman, Rahman, Gao, & Yang, 2023). Moreover, in the same study, employee well-being was found to be negatively correlated with quiet quitting decision of China's Gen Z employees, thus, indicating greater work productivity and loyalty to the organisation.

Even though, this generation comes across as lacking patience, easily unhappy and being swift in quitting a job that doesn't seem fit (Chillakuri, 2020), organisational culture that provides them with family like atmosphere of collaboration, encouragement, openness and harmony will result in higher commitment of Generation Z to their work place. Lastly, most of the studies mentioned in the research highlight the relationship between organisational culture and commitment of employees who belong to generations before Gen Z and assume that Gen Z would be different. However, findings of this study show a similar trend for Gen Zs like the previous generations studied.

6.1. Filling the gap in Literature:

The current research highlighted the relationship between organisational culture- bureaucratic, supportive, and innovative- and affective commitment of Generation Z employees in Ireland.

Research on Gen Z have documented the limitation of literature available on this cohort (Smith, 2023; Burton, 2019). Burton *et al.* (2019) in their systematic review cited that further research is needed to understand whether the “younger generation” or Gen Z would value work environment over wages and what type of work environment would be best suited for attracting and retaining this talent. In this review, they also found that relatively little is known about the preferences of Gen Z who will make up half of the workforce in the coming future. McCrindle (2014) found Gen Z’s value work culture more than any other aspect of their work-life such as wages. Even though there are studies being conducted on understanding Gen Z, they are still in the process of truly grappling of what it means to be a Generation Z employee (Chillakuri, 2020; Smith, 2023). Thus, this research tries to fill the gap of understanding the employees of this cohort in the Irish labour market. Moreover, it also contributes to the advances in the understanding of different generations.

The findings reveal that innovative and supportive cultures are strongly associated with commitment of Gen Z employees and tried to study Gen Z specifically as a cohort in the Irish market. It also goes a step ahead in analyzing the results using multiple regression where only supportive culture was found to be a predictor variable for affective commitment of Gen Z employees. Even though several studies have prompted that Gen Z might be differing in important ways from the previous generation, some employee perceptions about the workplace seems intact.

Chapter VII

Conclusion and Recommendations

7.1. Conclusion

The research critically evaluated the association between organisational culture and organisational commitment of Generation Z employees in Ireland. Generation Z, the youngest cohort to enter the workforce, like other cohorts has its own set of values and beliefs about work culture. This study took a quantitative approach to identify the organisational cultures that strongly associate with the commitment of Gen Zs. The correlational analysis revealed that employees who perceive their organisation as supportive and innovative exhibit a strong feeling of commitment to their organisation. While being in a bureaucratic culture yielded much less influence on organisational commitment. These results are indicative of the fact that organisations need to align corporate culture with Gen Z values and expectations which include flexibility, creativity, collaboration, encouraging and open relationships for them to perform efficiently and commit to the organisation for long term, thus reducing their intention to quit their job. This study highlights the importance of creating a psychologically conducive work atmosphere for Generation Z employees where their work-values strongly align with the company values of support and innovation, thus leading to happy employees and productive companies.

7.2. Recommendation:

Generation Z appears to show similar preferences as previous generations with respect to work culture preferences. However, Gen Z appears to be more particular and impatient if such culture is not reflected as soon as they join a company (Chillakuri, 2020). Thus, managers and supervisors need to ensure that work values of collaboration, openness, creativity are reflected right before the candidate is hired, from pre-onboarding to onboarding.

The following provides a list of initiatives that organisations can take to foster an environment the is perceived as supportive and innovative to increase commitment of employees of Gen Z's in the Irish labour market. These strategies will help strengthen the commitment of employees to the organisation which will leverage the employee turnover concerns that loom over HR personnel at work.

For Organisations/ Employers:

1. Foster Innovative Work Culture by taking initiatives that are not financially burdensome for an organisation. To cite a few examples, in the IT sector, employers can organize Hackathons or other competitions at individual or team level. The best performers can be awarded for their performance at these competitions. Such an approach will not only promote healthy competition among colleagues but also give Gen Z's which is a digital generation, a chance to continually upskill themselves. This approach could also become a part of the HR Departments Learning and Development Initiatives, thus increasing the loyalty of employees to the organisation.

In the retail set-up, employees can be given a chance to develop unique ways of upselling products or engage in visual merchandising activities that showcases their creativity. Giving Gen Z's a chance to engage in risk-taking behaviours such as using their own techniques to upskill products rather than providing a script for doing so, will help them develop a feeling of trust with the organisation. Simultaneously, managers- Gen Y- could encourage such behaviours by providing feedback to the young Gen Z employees on how their ways could be improved.

Similarly, different industries could engage in activities at small scale to encourage creative practices at the workplace that provide more autonomy to employees.

2. Foster Supportive Work Environment: Employers need to develop an environment where teams communicate and collaborate effectively with each other. Organisations have multiple generations working under the same roof. Each generation comes with its own set of values, beliefs and work ethics. For instance, presently the senior managers either belong to the Baby Boomer generation or Generation X and their values and work- ethic with respect to work-life balance is starkly different from that of Gen Z. As a result, developing a collaborative work environment and shared value systems are a challenge for HR personnel. In such cases, training efforts in terms of workshops and seminars to make Baby Boomers and Gen X more aware about the ways of working of Gen Z would be helpful. Trainings should also focus on developing skills among line managers that enable them to not only openly communicate

with the new generation but also invite communication from them about sickness, absences, and flexible working arrangements. Similarly, channels could be set up for Gen Z's to log in difficulties in a confidential manner with the company to ease their ways of working in a organisations. Additionally, Gen Z's could also be trained to understand the communication style of the older generations.

Moreover, the employee engagement initiatives to increase innovativeness at the workplace will act as a catalyst to increase collaboration among employees as they participate in these activities. These activities will lead to increase socialization and interaction among members of the organisation, thus increasing the employees' sense of belonging to the organisation leading to improved commitment.

3. Reducing Bureaucratic Constraints: By setting up open communication channels between baby boomers, Gen X, Gen Y and Gen Z who occupy different positions in the company, organisations can reduce managerial hierarchy. For large-scale companies, this can be done by implementing open communication channels in one department, understanding the challenges faced there and then implementing it to other areas of the organisation. When organisations arrange for employee engagement such as competitions, group activities, Gen Z's will get a chance to engage with management at the senior level and interact with them in a space that is not dictated by seniority. Similarly, introducing buddy- systems where an experienced staff acts as a support to the new employees of the organisation could be an effective way to reduce the influence of hierarchy in an organisation.

Such an approach will help members of the organisation develop family-like atmosphere at the workplace where people are friendly, fair and help each other achieve their goals. The feeling of belonging to an organisation will increase employee productivity, reduce turnover intention, and help companies develop an employer brand that promotes Generation Z values of collaboration, flexibility, and innovation. A positive employer brand will be beneficial to organisations as results in attracting the most talented people in the market leading to profitable organisations. Generation Z employees believe in being treated fairly and value inclusive and diverse organisations. Implementing these practices will help organisations reduce turnover intentions among employees that stem from unfair treatment and misalignment of values.

7.3. Directions for Future Research:

To further enhance the findings of this study and increase their generalizability, a deeper understanding is required. Future research can take into account the following recommendations to thoroughly understand the preferences of Gen Z.

Sample Size Expansion: Future studies could analyse the same variables on a greater number of participants. The effect size of organisational culture on affective commitment may then differ resulting in better findings. It will provide a wider outlook of what is the actual influence of organisational culture over commitment of employees.

Incorporation of other variables: There are several factors that could be mediating the relationship between organisational culture and commitment which are not accounted for in this study. They could potentially be responsible for the changes in the commitment of employees. Accounting for these factors will provide a richer understanding of Gen Z employees work preferences.

Longitudinal Study: Undertaking a longitudinal will help ascertain the long-term preferences of this cohort of participants. It will provide a deeper understanding of Generation Z and how their preferences of work culture change as they grow and occupy different positions in the hierarchy. Moreover, a study that identifies how Gen X and Gen Z differ from each other in their preferences will provide greater insight into how the two groups can work in tandem and their interactions in the workplace.

Specific Industry: The demand of each industry is different and thus the work-culture and expectations from employees differ. It will be interesting to identify how Gen Zs work in different industries and how their work preferences differ from industry to industry. Furthermore, the personality variables of Gen Z that make them suitable for a job, their working preferences and their commitment to the organisation can provide a richer understanding of this cohort.

Different Theoretical Orientation: Future research can study the variables of culture and commitment using different survey that have been built on different theoretical orientation such as The Cameron and Quinn Competing Values Culture Model (Yu & Wu, 2009) and the Organisational Commitment Questionnaire (OCQ) developed by Mowday, Steers and Porter (1979). The use of different surveys

will help yield a better understanding of Gen Zs preferences. It will also be interesting to see if similar findings are obtained from different surveys of the same variables.

7.4. CIPD Personal Statement and Reflective Journal

This Master's degree in Human Resource Management has been one of the most significant and enriching experiences of my life. It has not only opened a whole new world of people management but also added to my growing skillset. This program has offered a new learning experience in relation to critically analysing research papers, creating a research question, selecting data analysis methods and interpreting and representing data in a format that can be easily understood.

Along with the technical skills, it has also helped me hone some of the essential life skills such as time management, discipline, determination, and working under pressure to meet strict deadlines.

One of the major challenges faced were critically analysing the research studies and staying relevant to the research topic and meeting strict deadlines. Despite these factors, this research has always been a source of motivation to learn more about the research topic and deepen my understanding about the subject.

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Appendices

Appendix A

Investigation the Relationship between Organisational Culture and Organisation Commitment of Generation Z employees in Ireland

Consent to take part in research

- Ivoluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves completion of online questionnaires which will be stored confidentially for academic purposes only.
- I understand that I will not benefit directly from participating in this research.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my responses which may reveal my identity.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that ticking the box indicates giving consent and that the digital data collected will be stored in a password protected folder and only the researcher and the supervisor

will be have the knowledge of the password and until 5 years as per the policy of National College of Ireland.

- I understand that once the online questionnaires are submitted, I will not be able to retrieve my responses as no identifying information was collected by the researcher. For the same reason stated above, I will not be able to withdraw participation from the study once the responses to the questionnaires have been submitted.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Signature of research participant

Signature of participant

Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study

Iram M. Khwaja

Signature of researcher

Date

Appendix B

Information Sheet

I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being done and what it would involve for you. Please take time to read the following information carefully. Please feel free to contact the researcher, Iram Khwaja (iram.khwaja372@gmail.com) to clarify any doubts or if you would like to get more information related to the survey. Take time to decide whether to take part in this survey or not.

About the researcher:

My name is Iram Khwaja, a student of National College of Ireland. I am currently in the final year of MA in Human Resource Management. Through my research project I am looking to understand the relationship between organisational culture and commitment of generation Z employees in Ireland.

I appreciate you taking time out to complete this survey. By answering this questionnaire, I will be able to gain a greater understanding of how organisational culture and commitment of employees born after the year 1995 are related. Participation in this survey involves filling this Google form which will approximately take 15-20 minutes. This survey will not collect any identifying information such as your name, email address or IP address. However, only if you wish to know the results of the study you can submit your email address at the end of the form.

If at any point during the survey, you wish to stop you can simply exit the survey. Participation in this research is completely voluntary and there are no positive or negative consequences of taking part in it.

The data collected here will be kept confidential and anonymous. All data and responses will be stored in a password protected folder, the password for which will only be known by the person undertaking this research and the researcher's supervisor. The results of the study will be used for academic purposes only. As this survey will not collect any identifying information it will not be possible to retract your answers once the survey has been submitted. In line with National College of Ireland's Data Retention Policy, data will be securely stored for a period of 5 years after which it will be destroyed completely.

If you have any further questions about this survey, please feel free to contact the researcher (Iram Khwaja):
iram.khwaja372@gmail.com

Alternatively you can also contact the researcher's supervisor Dr. David Mothersill
david.mothersill@ncirl.ie

1. I confirmed that I'm at least 18 years of age and wish to participate in this study.*
Yes _____
No _____
2. How old are you?

3. Do you belong to generation Z as defined by this survey (born between 1995- 2010)
Yes _____
No _____
4. Year of birth

5. What is your gender
Male _____
Female _____
Prefer Not to say _____
Other _____
6. Last Educational Qualification :

7. *Number of years of education:*
**providing a range from single to double digit numbers*
8. *Are you National?*
Yes _____
No _____
If immigrant, please state nationality _____ and visa stamp _____
9. How long have you worked at this company. Please respond in the format of years and months for example 1 year 2 months.
_____ year(s) _____ month(s)
10. How long have you been in your current role. Please respond in the format of years and months for example 1 year 5 months.
_____ year(s) _____ month(s)
11. Are you working full time at this organisation?
Yes _____
No _____
12. What would be the estimate of employees working for your organisation in Ireland?
Less than 50 _____
50-100 _____
100-150 _____
150-200 _____
200-250 _____
250-300 _____

Above 300_____

13. Which industry can your company be categories under:

IT_____

Finance_____

Pharmaceuticals_____

Other_____

14. Which department are you working for?

15. Has your role changed since you started in this company.

Yes_____

No_____

Please specify_____

16. Which one best describes your current job level?

Entry Level_____

Intermediate_____

Team Lead_____

Project Lead_____

Middle Management_____

Senior Management_____

Appendix C

Organisational Culture

Please tick the box from the scale below which most closely corresponds with how you see your organisation.

- 0- Does not describe my organisation
- 1- Describes my organisation a little
- 2- Describes my organisation of Fair amount
- 3- Describe an organisation most of the time

	0	1	2	3
a. Risk taking				
b. Collaborative				
c. Hierarchical				
d. Procedural				
e. Relationships oriented				
f. Results driven				
g. Creative				
h. Encouraging				
i. Sociable				
j. Structured				
k. Pressurised				
l. Ordered				
m. Stimulating				
n. Regulated				
o. Personal freedom				
p. Equitable				
q. Safe				
r. Challenging				
s. Enterprising				
t. Is established, solid				
u. Cautious				
v. Trusting				
w. Driving				
x. Power oriented				

Appendix D

Employee Commitment Survey

Listed below is a series of statements that represent feelings that individuals might have about the company or organisation for which they work. With respect to your own feelings about the particular organisation for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below.

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

	1	2	3	4	5	6	7
I would be very happy to spend the rest of my career with this organisation.							
I really feel as if this organisation's problems are my own.							
I do not feel a strong sense of "belonging" to my organisation.							
I do not feel "emotionally attached" to this organisation.							
I do not feel like "part of the family" at my organisation.							
This organisation has a great deal of personal meaning for me.							
Right now staying with my organisation is a matter of necessity as much as desire.							
It would be very hard for me to leave my organisation right now, even if I wanted to.							
Too much of my life would be disrupted if I decided I wanted to leave my organisation now.							
I feel that I have too few options to consider leaving this organisation.							
If I had not already put so much of myself into this organisation I might consider working elsewhere.							
One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives.							
I do not feel any obligation to remain with my current employer.							
Even if it were to my advantage, i do not feel it would be right to leave my organisation now.							
I would feel guilty if I left my organisation now.							
This organisation deserves my loyalty.							
I would not leave my organisation right now because I have a sense of obligation to the people in it.							
I owe great deal to my organisation.							

Thank you again for taking part in this study. Your time is greatly appreciated. Your participation will help to gain an insight into the relationship between organisational culture and organisational commitment.

If you have any further questions about this survey, please feel free to contact me:

Iram.khwaja372@gmail.com

Alternatively you can also contact my supervisor Dr. David Mothersill

david.mothersill@ncirl.ie

Appendix E

Debriefing Form

This study aims to identify the relationship between Organisational Culture and Organisational Commitment of generation Z employees in Ireland. Your participation in the study is invaluable and will help yield great insights adding to the academic literature on these topics.

Please note that if there was any distress that has occurred due to the survey and you wish to seek help, the following can be contacted for assistance:

Jigsaw: Mental health advice and support – online and in person – for young people aged 12 to 25 years old, and for parents or concerned adults. Visit jigsaw.ie/livechat to chat online with a clinician

Spunout: spunout is Ireland's youth information website created by young people, for young people. Articles and information for young people on many topics, including mental health. Free-text SPUNOUT to 50808 to chat with a trained volunteer, any time.

For any other information related to the results of the study, please feel free to contact: iram.khwaja96@gmail.com

Alternatively you can also contact my supervisor Dr. David Mothersill david.mothersill@ncirl.ie