Impact of Motivational Factors on Commitment among Generation Z Employees in Telecommunication Sector of Sri Lanka

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Abstract — *The purpose of this research is to assess the impact of motivational factors on commitment among the Generation Z with respect to the telecommunication sector of Sri Lanka. Employees are the best asset for any organization and making young talent to be committed to work has become the key challenge for many organizations. Researchers and Employers mainly has focused on developing the millennials. Nevertheless, time has come to focus on post millennials – Generation Z, the next generation workforce. Hence, what motivates them, how they feel about commitment becomes an important learning for all organizations. A survey was conducted with the sample of 308 employees representing Generation Z working in the telecommunication sector Exploratory Factor Analysis, Multiple Regression and Structural Equation Modeling were applied to analyze the relationships of these variables. Salary, Belongingness, Self-esteem and Challenging Job were found to be significant to develop job satisfaction and commitment among the Generation Z employees. However, there was no significant impact of job satisfaction to the relationship between motivational factors and commitment.*

Key Words: *Commitment, Job Satisfaction, Motivational Factors, Generation Z, Future Workforce*

I. INTRODUCTION

Generation Z is the largest generational cohort of all time [1]. Over the past few years, the millennial workforce has taken center stage in the media. While millennials comprise the current workforce, there is a new generation on deck causing prospective employers to take notice: Generation Z, the future workforce [2]. There are no specific dates as for when Generation Z starts or when the ends are, researchers [3] mostly use starting birth years ranging from the mid-1990s to early 2000s. Generation Z is the demographic cohort after the millennials. This new evolving workforce will fill up the workplace time to come, just as aging Baby Boomers will retire [4]. Generation Z represents the greatest generational shift the workplace has ever experienced. To be successful in a competitive market, it is important that employers know how their employees feel at work, and what their requirements entail. Therefore, their major concerns will be how to gain commitment from employees and engage them more with the organization to gain higherproductivity.

1.1 Background

Low level of employee commitment will lead to absenteeism, high employee turnover, and low productivity which finally lead to high of loses in profit [5]. Turnover is costly for organizations. Most organizations have recognized that the performance of their workers play a vital role in influencing the success of the organization [6].Assuch,itis important for employers and managers to know how to unleash the true potential of their workers. One of the determinants of workers' performance is believed to be employee commitment [7]. However, although the telecommunication industry plays a vital role in contributing to Sri Lankan economy, human capital problems have consistently occurred in this industry. Many individuals working in the telecommunication industry in Sri Lanka shift jobs frequently. Therefore, their major challenge has been gaining employee commitment from the workforce to avoid such loses.

"Unless commitment is made, there are just guarantees and expectations; however, no plans" [8]. Studies have affirmed that dedication greatly affects the fruitful execution of an organization. A representative who is devoted and feels committed to an organization show more remarkable authoritative citizenship yet in addition, relate to it's objectives and

thoughts. These include willingness to go over and beyond required job expectations. If human resources are said to be an organization's greatest asset, then committed human resources should be regarded as an organization's competitive edge [9]. The success of an organization depends on employee retention which leads the organization in reducing employees' turnover intention and boosting organizational efficiency. By developing a committed workforce will lead to reduce employee intention to leave [10].

The majority of the workforce in the telecommunication industry of Sri Lanka is represented by the young blood [11] and the future workforce will be the Generation Z. Even though researchers all over the world have previously done several studies on the Generation X and Y, current employees representing Generation Z in the work place are still relatively unknown and different to others and only predictions made by researchers stand as warning or evidence. It will be increasingly important to understand, where they are coming from and how to develop key strategies to bring out the best in this new emerging young workforce. Generation Z, born in the 90s and raised in the 2000s in the period that most profound changes ever happen, represent the watershed generational shift of our era. Therefore, this study attempts to understand how to be geared to handle this upcoming workforce to unleash their true potential and to retain them in the organization.

1.2 Research Objectives

Listed below are the research objectives identified
1. To determine the relationship between Motivational Factors and Commitment
2. To examine the impact of Motivation Factors on Job Satisfaction
3. To evaluate the mediating effects of Job Satisfaction in the relationship between Motivational Factors and Commitment

III.   THEORETICAL AND EMPIRICAL BACKGROUND

In examining the factors influencing Commitment, many were described by the past researchers. Among those, Motivation [12] and Job Satisfaction [13] were most prominent. Motivational Factors are considered as factors leading towards commitment. It is imperative that the conceptual foundation is based on an existing theory such as Maslow's hierarchy theory of needs and empirical finding of the literature review. Abraham Maslow's [14] progression of requirements is a standout amongst the most prevalent models in initiative composition. Created in 1948, the chain of importance of necessities is unavoidable crosswise over many controls, including business, administration, promoting, training and brain research. Maslow's model is progressive. The human cerebrum at the base is driven by a fundamental impulse to make due with food drink and shelter. The second level is comprised of the wellbeing needs. The third level in Maslow's model involves the social needs like family, affection, connections, work gatherings, and group. The fourth level involves the inner self driven needs of accomplishment, obligation, and notoriety. Lastly, at the best is self- completion, self-improvement and satisfaction [15].

In reviews of research based on Maslow's theory, little evidence has been found for the ranking of needs that Maslow described, or even for the existence of a definite hierarchy at all. Most companies in Sri Lanka and most leaders based their approach to motivation on Maslow's Hierarchy of Needs [16]. But with the rapid change of life style, the hierarchy of needs remains the same among the Generation Z is a question. Despite the popularity of Maslow's Hierarchy, there is not much recent data to sustenance of it. Therefore, this study will focus on the need hierarchy among the Generation Z which will lead us to get to know motivation factors which will fuel employee work passion and drive them to flourish. Jobs with high motivating potential leads to experience satisfaction [17], Job satisfaction has a significant association with several variables such as work performance and organizational commitment. Job satisfaction can be described in a variety of ways and it is an expression of an individual's evaluation of his or her job. On this basis, Locke defined "job satisfaction as a pleasurable or positive emotional state resulting from one's job or job experiences" [18]. The focus here is how these factors affect Generation Z and how to gain organizational commitment among this generation. Very little is known regarding this generation in any context and nothing as workforce. According to Hal Brotheim in Introducing Generation Z, they are being identified as better future employees. With the competences needed to take advantage of cutting-edge technologies, Generation Z will be considerably more effective to the typical company in today's high-tech world. Brotheim also argues that their valuable characteristics are their acceptance of new ideas and different conception of freedom than the previous generations [19]. Another important aspect to point out is Generation Z no longer wants just a job: they seek more than that. They want a feeling of fulfillment and excitement in

their job that helps move the world forward [20]. Generation Z is eager to be involved in their community and their futures. In summary, this study examines the significant impact on commitment among the Generation Z, based on Maslow's hierarchy of needs theory and the mediating impact of job satisfaction. The examination will be done using quantitative analyses. Consequently, this article will determine how motivational factors influence organizational commitment with job satisfaction as a mediating variable among Generation Z in the Telecommunication sector in Sri Lanka.

2.1 ConceptualFramework

Conceptual framework of this research is shown in Figure - 1.
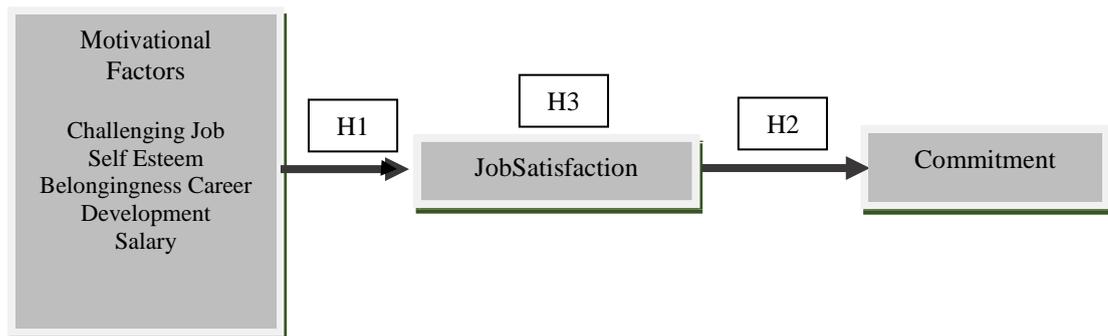
Figure - 1. Conceptual framework

2.2 Hypothesis

BasedontheresearchproblemdescribedearlierandtheconceptualframeworkinFig-1,thehypothesesofthisresearch are asfollows:

H1: There is a relationship between Motivational Factors and Job Satisfaction H2: There is a relationship between Jab Satisfaction and Commitment

H3: Job Satisfaction mediates the relationship between Motivational Factors and Commitment

2.3 SubHypothesis

H1a: There is a relationship between Salary and Job Satisfaction

H1b: There is a relationship between Career Development and Job Satisfaction H1c: There is a relationship between Belonginess and Job Satisfaction

H1d: There is a relationship between Self Esteem and Job Satisfaction H1e: There is a relationship between Challenging Job and Job Satisfaction

III. METHOD/DESIGN DATACOLLECTION

All employees in the Generation Z age category in the Telecommunication Sector of Sri Lanka is been taken as the target population of the study. Sample size estimation plays a vital role in any research study. The choice of sample size depends on the confidence required in the data, the tolerated level of error, and the type of analysis undertaken and the size of the total population [21]. The Krejcie and Morgan provided the most simplified table for the selection of sample size for a study that guarantee a good decision model [22]. The appropriate sample size is 300 and 460 Generation Z employees were chosen, considering the 65% response rate [23]. A questionnaire was distributed among the Generation Z employees in the telecommunication companies via email. The deductive research approach is used in present study. It has being identified that the survey strategy is most appropriate because it allows the collection of large amount of data from sizeable population of Generation Z. Predominately quantitative methodologies were used for data collection and analysis. A measuring instrument with 5-point Likert scale was used to obtain responses. Out of the 308 respondents 40.3% were female while 59.7.0% of respondents were male. Most respondents hold a bachelor's degree (41.9%), followed by Diploma (27.9%). 9.7 % respondents hold a master's degree and 17.9 % respondents have completed A/L and the remaining 2.6% has completed O/L exam. Exploratory Factor Analysis, Multiple regression and Structural Equation Modeling (SEM) was applied to analyze the relationships.

IV. RESEARCHRESULT

Table 1 shows the results obtained from the SEM analysis. The C. R. (Critical Ratio) is the commonly recommended basis for testing statistical significance of SEM components with C.R. values beyond ±2.58 establishing significance at p<0 .01 level[24].

Table 1. Direct Path of therelationship

Path			Hypothesis		Estimate	S.E.	C.R.	P	Labe l
JS	<---	SAL	H1a	Thereisarelationshipbetweenrewardsand jobsatisfaction	.145	.037	3.910	***	.230
JS	<---	CAD	H1b	There is a relationship between career advancement and jobsatisfaction	.107	.081	1.330	.184	.112
JS	<---	BEL	H1c	There is a relationshipbetweenbelongingness and jobsatisfaction	-.075	.033	-2.285	.022	-.113
JS	<---	SE	H1d	There is a relationship between self-esteem and Jobsatisfaction	.211	.070	3.024	.002	.276
JS	<---	CHAL	H1e	There is a relationship between challenging Job and jobsatisfaction	.259	.099	2.614	.009	.308
C	<---	JS	H2	There is a significant association between job satisfaction andcommitment	.905	.083	10.885	***	.741

As shown in Table 1, Salary/Rewards, Challenging Job, Belongingness and Self Esteem associate significantly on Job Satisfaction (standardized estimates = 0.145, 0.259, -0.075, C.R. = 3.910,2.614, -2.285). Thus, Hypothesis H1a, H1c, H1d, H1e were accepted. Moreover, Job Satisfaction associate significantly and positively on Commitment, (standardized estimates = 0.387, C.R. = 4.120) Thus, Hypothesis H2 was accepted. The association between Career Development and Job Satisfaction is not significant with a C.R. value less than accepted value (C.R. values beyond ±2.58) and p value of 0.184 reconfirms the insignificant association.

4.1 Mediating Relationships

The research questions posited to identify the Generation Z employees' Job satisfaction and commitment. The proposed model integrated six direct associations of motivation and job satisfaction all uniquely predicting commitment where Job satisfaction have intervening effects in the proposed model. Intervening paths were also added to the original model. The results indicate only one of five indirect paths are significant.

Table 2. Mediating Path of the relationship

	SE	CAD	BEL	CHAL	SAL	JS
JS	...	...	...	...	...	...
AC	.062	.401	.082	.051	.002	...

As shown in Table 2. Job Satisfaction mediates the Salary to Commitment relationships with a significant p-value of 0.002. All the other mediating relationships were not significant due to the p-values of more than 0.01.

4.1 Discussion

This study is an empirical research on the impact of employee motivational factors on commitment among the Generation Z employees of the Telecommunication Sector in Sri Lanka. The study further identifies the motivational factors leading to job satisfaction and the impact on commitment. The study results reveal that other than career advancement all the other motivational factors such as Salary, Belongingness, Self Esteem and Challenging Job have significant positive associations with Job Satisfaction. Challenging Job showed a higher association with highest composite reliability (C.R.) rate than the rest which the extent to which a set of latent construct indicators share in their measurement of a construct [25].
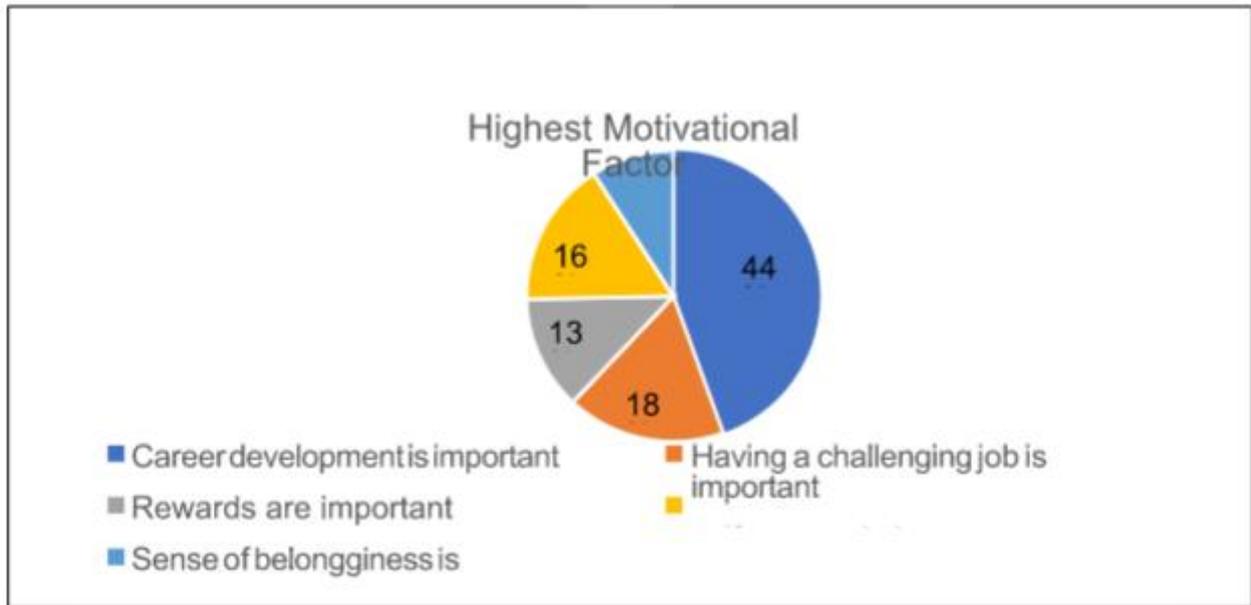
Figure - 2. Motivational factor ranking (from the data extracted from the survey)

The higher the feeling of Challenging Job, the higher is the Job Satisfaction. However, Perry said that the wage is the most important component of job satisfaction [26]. Also career advancement was highlighted as one the variables leading to job satisfaction [27]. In Sri Lankan context among the Generation Z it was evident that having a challenging Job is most prominent for job satisfaction (Fig-2). Belongingness as an endogenous variable has a significant relationship with job satisfaction. The higher the feeling of belongingness, the higher the level of job satisfaction among the Generation Z. The results are in line with Lynch, Plant and Ryan's study where it was found that a significant positive effect of belongingness on job satisfaction among staff in a psychiatric hospital [28], while Skaalvik and Skaalvik obtained similar results among Norwegian teachers [29]. This study reveals that Self Esteem, as an endogenous variable, has a significant association with sob satisfaction among the Generation Z employees. The higher the feeling of Self Esteem, the higher the level of job satisfaction. Based on Maslow's motivational factors, Self Esteem is being identified as a higher level motivational factor that would look for as and when someone goes higher in career. In this study it was found that Self Esteem has an impact on job satisfaction among Generation Z even though they are just started their career. Similarly, Challenging Job is being ranked as number one leading motivational factor among the Generation Z employees. Other authors explain that Generation Z as kids been raised with lot of self-esteem and they are different to the generations X and Y [30]. In line with this, the previous study also revealed that main predicts of job satisfaction are neuroticism, self-efficacy and self-esteem [31]. The study revealed that there is a significant association between Job Satisfaction and Commitment. Job Satisfaction was significantly impact commitment in a positive way [32]. The higher the Job Satisfaction level, the higher the Commitment of Generation Z.

V. CONCLUSION ANDRECOMMENDATIONS

In an increasingly competitive business world, making your employees committed become a challenge to the management. Specially the young employees represent the Generation Z has started leaving the organizations as they started working. Listed below are some recommendations in managing Generation Z as a result of this study.

5.1 Salary
The study shows Salary is one of the most important factor for job satisfaction and commitment. Salary was highlighted as the second highest motivational factor among the Generation Z. Therefore, organizations must maintain a good salary scheme on par with the industry.

5.2 Belongingness
Study revealed that belonginess associates with job satisfaction. Therefore, organizations can have certain programs where employees feel Belongingness to the organization. Employees should have the opportunity to contribute their ideas to decision making in certain way that they feel part of it.

5.3   Self Esteem

Study shows that Self Esteem is a prominent motivational factor. Finding employees who will feel a strong bond with your company starts with creating an environment that they feel great. The company culture should match the type of employee you want to employ. Need to create a recognition programs that celebrates employees with excellent performance. Respecting each individual and upholding their self-esteem will definitely lead towards developing a committed workforce.

5.4 Challenging Job

Having a challenging job was revealed by this study as one of the best way to develop job satisfaction. Organizations can plan quarterly and annually appraisals and evaluations to set certain targets and make the work more challenging to the employees. With employee motivation and commitment, continuing research on employees needs to be carried out due to the rapid change of needs. Future studies should comprehensively include a cross section of all leading sectors and compare. Future studies should include qualitative approach to cover the important areas to understand the employees' perception better. When the employees are more committed their engagement with the organization become high and productivity increases [33]. So, having a committed workforce is an organizations prime asset. Organizations should focus on unleashing the full potential of the Generation Z employees the future workforce and creating the committed work force is entirely possible.

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