

**An investigation of millennial's
commitment to their employers to
retain talent in Gauteng**

NM Makhoba

 **orcid.org/0000-0002-7530-5728**

Mini-dissertation accepted in fulfillment of the
requirements for the degree Master of *Business
Administration* at the North-West University

Supervisor: Prof CJ Botha

Graduation: May 2022

Student number: 20852304

ABSTRACT

Background

The millennial workforce issue is vital to all industries' achievement because this generation is the new workforce. The economic future of the 21st century relies on this generation's talent to push organisational objectives. This study's functional implications include offering insight into recruiting and sustaining this generation in the workplace and integrating this generation with other generations harmoniously. The distinction between how millennials interpret themselves and how different generations assume how they are, is at the centre of the challenges companies face today. Literature suggests that this generation has a high self-esteem about their skills, and they are known to have different views than other generations before them. Millennials have been stereotyped by older employees as arrogant towards authority, with a lack of initiative, as well as having bad attitudes (Tyson, 2017:4).

Research purpose

This study aimed to engage with millennials, examine the work traits that influence their decision to stay in their current organisations and provide the organisations with a strategy for addressing millennials' retention issues. It is critical to consider how the millennial workers' characteristics influence their commitment to an organisation for talent retention.

Research design approach

In this research a quantitative approach is used by the researcher. The quantitative course is used to examine the correlation between millennials and the workplace characteristics that have an impact on millennials' organisational commitment, and the gathering of descriptive data about the millennial cohort. The researcher used the following workplace characteristics as determinants: technology, work-life balance, perceptions of quick attainable job advancement opportunity, workplace challenge and social responsibility.

Main findings

This study established a correlation between prospects for employee growth, intricate work, self-managed career paths, and the opportunity for progress and organisational commitment of millennial cohort. This study also suggests that there might be some suitable workplace traits which attract and retain millennials. According to these findings, companies should keep an eye out for these characteristics in the workplace to keep more of the millennial generation's workers.

Keywords: Job satisfaction, organisational commitment, millennials, retention, employers' attractiveness.

ACKNOWLEDGEMENTS

- I would like to express my gratitude to Prof. C Botha, my supervisor, for his guidance, direction, planning and execution of this project.
- I'd want to convey my gratitude to my MBA study group for serving as an inspiration, a source of support and a source of collaboration.
- I want to express my gratitude to my employer, Investec Bank, for providing me with the opportunity to study while working, for funding my tuition fees, and for all the encouragement I received from my other UK banking colleagues.
- Finally, I want to convey my heartfelt appreciation to my children, Lereko and Rorisang, as well as my husband, family and friends, for their prayers, encouragement, and understanding.

TABLE OF CONTENTS

ABSTRACT	i
ACKNOWLEDGEMENTS	iii
LIST OF FIGURES.....	vii
LIST OF TABLES	viii
LIST OF ABBREVIATIONS.....	x
CHAPTER 1: INTRODUCTION TO THE STUDY	1
1.1 INTRODUCTION.....	1
1.2 BACKGROUND.....	1
1.3 PROBLEM STATEMENT.....	2
1.4 THE STUDY'S OBJECTIVES	3
1.5 SIGNIFICANCE OF THE STUDY	3
1.6 RESEARCH QUESTIONS	4
1.7 THE RELEVANCE OF MILLENNIALS ON THE SOUTH AFRICAN RESEARCH OBJECTIVE.....	4
1.8 RESEARCH METHODOLOGY AND DESIGN.....	5
1.8.1 Research method.....	5
1.8.2 Research design	5
1.8.3 Population.....	6
1.8.3 Sampling method and size	6
1.8.4 Data collection	7
1.8.5 Data analysis.....	8
1.8.6 Ethical considerations.....	9
1.8.7 Delimitation of the study	10
1.9 CONCLUSION.....	10
CHAPTER 2: LITERATURE REVIEW	11
2.1 INTRODUCTION.....	11
2.2 DEFINITION OF KEY TERMS.....	11
2.3 MILLENNIALS.....	11
2.3.1 Millennials characteristics.....	12
2.3.2 Millennials in the workplace	15

2.3.3 RETENTION.....	17
2.4 JOB SATISFACTION.....	17
2.4.1 Herzberg’s two-factor theory.....	18
2.5 ORGANISATIONAL COMMITMENT.....	19
2.5.1 Normative.....	21
2.5.2 Affective.....	21
2.5.3 Continuance.....	21
2.6 EMPLOYER ATTRACTIVENESS.....	22
2.6.1 Work-life balance.....	24
2.6.2 Job advancement.....	25
2.6.3 Technology.....	26
2.6.4 Corporate social responsibility (CSR).....	26
2.7 CONCLUSION.....	28
CHAPTER 3: RESULTS ANALYSIS AND DISCUSSION.....	29
3.1 INTRODUCTION.....	29
3.2 PARTICIPANTS’ RESPONSE.....	29
3.3 DATA ANALYSIS.....	30
3.3.1 DEMOGRAPHIC QUESTIONS.....	31
3.3.2 DESCRIPTIVE STATISTICS OF THE MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ).....	33
3.3.3 DESCRIPTIVE STATISTICS OF ORGANISATIONAL COMMITMENT.....	39
3.3.4 ADDITIONAL ANALYSIS.....	47
3.4 DISCUSSION.....	58
3.5 CONCLUSION.....	64
CHAPTER 4: IMPLICATIONS AND RECOMMENDATIONS.....	65
4.1 INTRODUCTION.....	65
4.2 IMPLICATIONS.....	65
4.3 LIMITATIONS.....	66
4.4 FUTURE RESEARCH.....	66
4.5 CONCLUSION AND RECOMMENDATIONS.....	66
4.6 CONCLUSION.....	67

REFERENCE LIST	68
APPENDIX A:	76
- Informed consent form -.....	76
APPENDIX B	78
- Data collection instrument –.....	78
APPENDIX C	84
- Letter from the language editor –.....	84

LIST OF FIGURES

Figure 1: Illustration of the generational revelations14
Figure 2: Illustration of the generational revelations – Millennials ascribe to negative traits.....14

LIST OF TABLES

Table 1: Responses.....	30
Table 2: Frequency distribution of age.....	31
Table 3: Frequency distribution of gender	31
Table 4: Frequency distribution of marital status	32
Table 5: Frequency distribution of highest qualifications	32
Table 6: Frequency distribution of employment status	33
Table 7: Frequency of MSQ.....	34
Table 8: Classification of questions	34
Table 9: Correlation matrix of intrinsic job satisfaction	35
Table 10: Statistics summary: Intrinsic job satisfaction	35
Table 11: Scale reliability: Intrinsic job satisfaction.....	36
Table 12: Cronbach’s alpha: Intrinsic job satisfaction	37
Table 13: Correlation matrix of extrinsic job satisfaction	37
Table 14: Statistics summary: Extrinsic job satisfaction	38
Table 15: Scale reliability: Extrinsic job satisfaction	38
Table 16: Questions classification.....	39
Table 17: Frequency of OCQ.....	40
Table 18: Cronbach’s alpha: reliability	41
Table 19: Correlation matrix of affective commitment	42
Table 20: Statistics summary: affective commitment	42
Table 21: Scale reliability: affective commitment.....	43
Table 22: Cronbach alpha: affective commitment.....	43
Table 23: Correlation matrix of continuance commitment.....	44
Table 24: Statistics summary: continuance commitment	44
Table 25: Scale reliability: continuance commitment.....	44
Table 26: Cronbach’s alpha: continuance commitment.....	45
Table 27: Correlation matrix of normative commitment.....	45
Table 28: Statistics summary: normative commitment.....	46
Table 29: Scale reliability: normative commitment	46
Table 30: Cronbach’s alpha: normative commitment.....	46
Table 31: Total MSQ and OCQ means and standard deviations	47

Table 32: T-test on the age groups	48
Table 33: Group statistics	48
Table 34: Independent samples test	49
Table 35: T-test on the employment status	49
Table 36: Group statistics	50
Table 37: Independent samples test	50
Table 38: ANOVA of gender	52
Table 39: P-values	53
Table 40: Robust test of equality of means	53
Table 41: ANOVA of marital status	55
Table 42: ANOVA within and between groups	56
Table 43: Robust tests of equality of means	56
Table 44: ANOVA of highest qualifications	58
Table 45: Mean and standard deviation of job MSQ	60
Table 46: Mean and standard deviation OCQ	62
Table 47: Summary of MSQ and OCQ means and standard deviations	63

LIST OF ABBREVIATIONS

MSQ:	Minnesota Satisfaction Questionnaire
OCQ:	Organisational Commitment Questionnaire
CSR:	Corporate Social Responsibility
OC:	Organisational Commitment
SD:	Standard Deviation
CA:	Cronbach's alpha
AC:	Affective Commitment
ANOVA:	Analysis of variance
VUCA:	Volatility, uncertainty, complexity and ambiguity
LGBT:	Lesbian, gay, bisexual and transgender

CHAPTER 1: INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

Millennials are the most prominent living generation as of 2015 (Regan, 2017:12). Miglia (2018:24) confirms that millennials would be the most common generation in 2019. Those born from 1981 to 2000 and entered the labour force in the early 2000s are defined as millennials (Wilford, 2020:7-8). Millennials can be called Generation Y as well. There is an estimate of 83.1 million of research registered. Male millennials received 38% of bachelor's degree or higher in 2016 and female millennials earned 46% of bachelor's degrees or higher (Hoffman, 2018:44).

Millennials are a demographic generation that is willing to turn away high-paying positions in order to work for a company that takes their demands into consideration. Within four years or less, most millennial employees change jobs. Millennial workers are not driven by pension and job security. Millennials with a favourable workplace perception have outstanding work ethics. Millennial workers expect sufficient compensation, training and advancement, and the development of personal careers. The failure of the employer to meet millennial expectations results in reduced employee involvement, efficiency, and the willingness to remain (Harrison *et al.*, 2017:18).

This chapter aims to outline the background information on the millennial generation's commitment to an organisation, represent the problem statement, the study's objectives, the significance of the study, research questions and the relevance of the research and lastly, research methodology and design.

1.2 BACKGROUND

Research on millennials commitment to organisation was conducted by many analysts has found that businesses cannot attract and retain the millennial generation's talent, which is the most sought-after generation of today. There is also a gap between the availability of professional knowledge and the available skills (Wallace *et al.*, 2014:2). Based on the literature review, organisations need to learn more about millennial

employees and what is essential to attract them to an organisation and maintain them. The retention of new arrivals to the workplace, the millennials, is one of the most critical challenges faced by companies today (Campione, 2015:60). Millennials are preparing themselves to have a significant effect on the workplace. In fact, unfamiliar to them, millennials are set to completely change HR policies as they take on important roles within organisations (Črešnar & Jevšenak, 2019:57).

The millennial workforce issue is vital to all industries' achievement because they are the new workforce. The economic future of the 21st century relies on this generation's talent to push organisational objectives. This study's functional implications include offering insight into recruiting and sustaining this generation in the workplace and integrating this generation with other generations harmoniously. The distinction between how millennials interpret themselves and how different generations assume how they are, is at the centre of the challenges companies face today. Literature suggests that this generation has high self-esteem about their skills, and they are known to have different views than other generations before them. Millennials have been stereotyped by older employees as arrogant towards authority, lack of initiative, and bad attitudes to work (Tyson, 2017:4).

Since they are not in a hurry to begin their career, this generation will wait for the right job opportunity to come along. Due to these awareness differences, HR practitioners need to devise, introduce, and build strategies to balance employee and employer viewpoints to lead to a harmonious work team. How millennials see themselves and how to keep them may help companies understand how they think and what brings them to an organisation (Tyson, 2017:3).

1.3 PROBLEM STATEMENT

According to Carney (2019:1), millennials already make up 25% of the workforce and account for more than half of India's population. Alternative research in South Africa suggests that the country has about 19,5 million millennials. The report states that Generation Y will make up 50% of the world's workforce. The millennium workers' movement is part of the usual social shifts, where another generation drops out of jobs.

Baron-Williamson (2018:1) also states that millennials find rigid organisational practices unpleasant.

Companies' dilemma is how to successfully hire and maintain a millennial worker and blend this into harmony. Organisations need to consider why attracting and keeping millennials in the workforce is challenging and what improvements can eliminate this problem (Tyson, 2017:6).

1.4 THE STUDY'S OBJECTIVES

- This study's initial goal is to see if workplace characteristics have an impact on millennials' commitment to their organisations.
- The second objective of this study is to determine which workplace attributes influence millennials' commitment.
- The third purpose of the study is to identify whether or not organisations should adapt their operations to accommodate millennials or meet the needs of their employers in the middle.

1.5 SIGNIFICANCE OF THE STUDY

In the current setting, millennial engagement is essential for organisations. The development of new practices by the organisations is being examined to fill the gap between the generations and make the organisations more attractive to young talent. The Fourth Industrial Revolution has already inaugurated organisations, making the retention of tech knowledge essential. The study also focuses on staff-involvement practices used for thousands of years by organisations worldwide and the importance of numerous qualities that millennial labour has. Organisations need to consider how their retention activities can be tailored to make them relevant to the millennial workforce. It is essential to assume that the specific characteristics of the millennial worker influence the retention efforts of organisations.

1.6 RESEARCH QUESTIONS

The primary research question is:

- Does workplace characteristics influence the millennial's organisational commitment?

The secondary research questions are:

- Which workplace characteristics attract millennial commitment?
- Should employers tailor their practices to retain millennial talent?

1.7 THE RELEVANCE OF MILLENNIALS ON THE SOUTH AFRICAN RESEARCH OBJECTIVE

The environment of organisations is diverse and continuously evolving, with elderly workers increasingly resigning, and young people graduating from university and starting their professional careers at the same time. According to Özçelik (2015:99), it demonstrates how the ideas, expectations and requirements of new generations entering the workforce can result in misunderstandings and communication issues that affect the efficiency, morale and engagement of employees, resulting in employee retention and turnover issues (Özçelik, 2015:99).

Holmberg-Wright *et al.* (2017:1) found that 75% of the force would be created by 2020. Managers faces difficulties balancing different generations' leadership needs (Srivastava and Poulami, 2016:1).

Many executives admit that they have trouble handling the millennial generation and stereotypically view millennial workers in their perceptions as lazy, self-absorbed and unrealistic (Holmberg-Wright *et al.*, 2017:1,33). As the most skilled, tech-savvy, socially engaged and team-oriented generation migrates to the workforce, managers are developing job positions to encourage the devotion of millennials to personal career goals (Baiyun *et al.*, 2018:82). This paper then suggest a general retention plan as a roadmap for organisations willing to communicate with millennial workers.

1.8 RESEARCH METHODOLOGY AND DESIGN

It is necessary to consider the research paradigms first before selecting the appropriate research design. Positivism takes a scientific stance in science, relying on generalised evidence. The research methodology is positivistic. This positivist model suggests that the investigator can critically collect data in the research methods while remaining external and autonomous. Positivist study findings are precise generalisations that are replicable, and they should also be objective, informative, complete and accurate (Barnham, 2015:837).

1.8.1 Research method

The study was cross-sectional as the analysis were on the sample taken, once-off or at a single point in time. A longitudinal design was not a viable choice due to time constraints. This cross-sectional survey method is an excellent test to use because of its empirical nature. The cross-sectional structure was used because it provides a selection of individuals who share the same characteristics (i.e., millennials) but may vary in interest variables (i.e., work status). It is known as descriptive research as this analysis examines what is already happening in the millennial community.

Surveys aided data collection by supplying the researcher with “a quantitative or numeric description of patterns, attitudes or views of a population” according to Creswell (2003). The survey method would also enable the researcher to analyse the data gathered, generalise the findings and draw conclusions about which workplace characteristics influence organisational commitment in the millennial generation to retain their talent.

1.8.2 Research design

A quantitative approach was used in this research. The quantitative course examined the correlation between millennials and workplace characteristics, their impact on organisational commitment, and the collection of descriptive data about the millennial generation. The researcher used the following workplace characteristics as determinants:

technology, work-life balance, perceptions of quick attainable job advancement opportunity, workplace challenge and social responsibility.

The quantitative technique is appropriate for this research because it allows for the quantification of results and the assignment of numeric data for interpretation. Simultaneously, the qualitative methodology permits the collection of responses only in non-numerical formats, making it hard to conclude a relationship between organisational commitment and workplace characteristics.

1.8.3 Population

Details of the population

Pew Research Centre chose to utilise 1996 as the last birth year for millennials. Everyone born between 1981 and 1996 (ages 23 to 38 in 2019) is a millennial, whereas anyone born after 1997 is part of the New Generation (Dimock, 2019:2). Participants should be in the workforce when answering the questionnaire, and their work should be based in Gauteng. The participants are not expected to have worked in any specific industry or specific job.

Location of the population

The participants were family, friends, colleagues and fellow students who fall under the definition of millennials and should be working in Gauteng province. The researcher found them from the contact list from the phone, email address book and social media contacts.

1.8.3 Sampling method and size

Sampling technique

Convenience sampling was used; this procedure applies to a scenario in which population components are chosen based on how readily and conveniently they are accessible. It is typically convenient and inexpensive, but it does not produce representative samples. It is used in exploratory research. The researcher wants a cheap, easy approximation of the truth, and in pilot experiments, only a few people are needed to test the questionnaire.

Network sampling

This method was feasible for the researcher and appealing as a realistic and low-cost means of reaching large groups of individuals who are tech-savvy, and it was helpful in reach out to populations.

The participants were recruited through a public post on social media (WhatsApp, Facebook) and professional networking site, LinkedIn. The additional participants were recruited using the researcher's emails distribution list. The researcher works in Sandton. Therefore, a personal network was used. The participants not working in Gauteng and those that do not fall under the definition of millennial were not added.

Sampling size

The survey was conducted on a convenience sample of 200 individuals born between 1981 and 1996. This sample number is large enough to allow the researcher to better determine the average values of the data, avoid errors from testing a smaller number, and provide more accurate mean values. It made it easier to pinpoint the outliers.

1.8.4 Data collection

Collection instrument

A questionnaire was constructed online using Google Forms because the unit of analysis is technologically savvy individuals. The Minnesota Satisfaction Questionnaire (MSQ) and Organisational Commitment Questionnaire (OCQ) was used. The researcher made amendments to the questions to ensure that all questions are relevant to this study. After that, the researcher distributed the questionnaire link through emails, WhatsApp, social media, and LinkedIn where possible. The questionnaire was self-administered (Appendix B contains the first version of the data-collection instrument).

Data collection

Saunders and Lewis (2012) note that three metrics determine validity, namely material validity (ensuring that the evaluation questions satisfy the investigation questions), criterion-related validity (the degree to which the questions forecast the outcome) and finally, establish fact (that the questions presented to test the existence of the constructs).

The pre-existing questionnaire was used, and changes were made to ensure that the questionnaire is accurate and valid for this study. The respondents received a questionnaire containing an introduction, confidentiality pledge, supervisor contact information and consent form (Appendix A). The participants completed an online survey from Google Forms conveniently and independently.

The researcher used the Minnesota Satisfaction Questionnaire (MSQ) and the Organisational Commitment Questionnaire (OCQ) as survey tools to gather data. The OCQ, a 24-item scale that measures affective, continuance and normative commitment and values, was used to assess organisational commitment. The MSQ was used to evaluate the traits of the workplace. Using different elements on a 5-point Likert scale, all variables were considered, being 1 (strongly agreed) to 5 (intensely disagreeable). Variables or models were calculated using questions from previous writers and experiments specific to them.

1.8.5 Data analysis

SPSS was used to conduct the statistical analysis. To begin explaining the data, the frequencies, means, and standard deviations were determined. Cronbach's alpha coefficients were used to determine the MSQ's reliability and construct equivalence, and Tukey tests were utilised to discover which groups were substantially different. The MSQ was assessed using exploratory factor analysis with a Procrustean target rotation, and the OCQ effect sizes were utilised to determine the importance of correlations and statistical significance (Cohen, 1988; Steyn, 1999). The magnitude of the effect demonstrates how significant the findings are (while statistical significance may often show results that are of little practical relevance).

The researcher used SSPS software to calculate descriptive statistics for example mean, median and mode. The data was elaborated on using the tables. After that, the data was tested for correlations, the association and the difference of variables.

Statistical methods were used to evaluate the data obtained from the analysis (Creswell, 2003). The data gathered from the survey was tested for errors before the analysis begins (Saunders & Lewis, 2012).

Respondents submit the complete questionnaire online. Google Forms was used to aggregate the data and make them usable in Excel format. The data was coded, inserted into a matrix of data and analysed using statistical analysis. Popular patterns were be illustrated, and the findings were represented in a graph format and displayed. Statistical studies were used to help assess the relationship between workplace characteristics, millennial characteristics and organisational commitment.

1.8.6 Ethical considerations

Before the survey questions are posed, participants were informed of the study's intent. Participants were given questionnaires and an informed consent form (Appendix A) through emails.

The research involves respondents who are not deemed vulnerable or unable to provide informed consent. The study does not require an organisation's permission to provide access to the participants. The participants are working individuals who, without a lack of mental ability, were born between 1981 and 1996. The participants were the friends and colleagues of the researcher with no conflict of interest. The survey was done anonymously and explained clearly that it is done voluntarily, purely for academic research purposes, without anyone benefitting from it; the participants can withdraw at any time. The consent form was issued to all participants to sign as per ethical requirements for postgraduate studies and a condition by the Faculty of Commerce and Administration Research Ethics Committee.

All participants were treated with dignity; the researcher kept their identity and details to provide confidentially. The researcher explained to the participants that, upon their request, they can get access to their transcribed data to ensure that the data are accurate. The researcher adhered to the rules and regulations for performing a research report, and all appropriate NWU ethical procedures was followed.

1.8.7 Delimitation of the study

The scope of this study falls within the field of human resource management. Only employees born between 1981 and 1998 were allowed to participate. The researcher excluded responses between generational cohorts, participants who are not working in Gauteng and participants who do not fall under the definition of millennials.

1.9 CONCLUSION

This chapter provided an overview of the study, connecting it to the problem statement, which serves as the impetus for the study. This chapter examined the research topics, the study's background, and the design strategy, demographics and methods. The following chapter focuses on the application of the most recent literature review. It aims to offer an overview of the theoretical framework that underpins this study and its historical research. The research emphasises the importance of knowing the job characteristics that influence millennials' loyalty to a company. Chapter 2 explored deeper into the most recent literature review on the topic and several theories.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Compared to previous generations in the workplace, the millennial generation constitutes most of the global workforce today, understanding these job characteristics helps organisations to find and retain young talent. This chapter addresses and define the concepts of millennials: millennials in the workplace, job satisfaction, organisational commitment, retention, employer's attractiveness, work-life balance, job advancement, technology and social responsibility.

2.2 DEFINITION OF KEY TERMS

Millennial generation: "At the start of the new millennium, the first generation to join the workforce, born between 1981 and 2000" (Maiers, 2017:1).

Organisational commitment: "The devotion an employee has to an organisation" (Simmons, 2016:67).

Job satisfaction: Defined as a measure of subjective well-being. Employees are satisfied with their jobs when they believe that their specific abilities, experience and values are used in their workplace and that the workplace provides chances and benefits. Extrinsic and intrinsic job satisfaction are two internally consistent aspects that contribute to job satisfaction (Van Schalkwyk & Rothmann, 2010:109).

Retention: "The act of retaining an individual in the workplace (Tyson, 2017:14).

Advancement opportunities: Defined as those prospects that directly lead to career progression (Heizman, 2019).

Generational cohort: "It is a group of people with the same age group and cultural traditions" (Tyson, 2017:14).

2.3 MILLENNIALS

No one agrees on what constitutes a definition of millennial generation's birth year range. According to Wilford (2020:7-8), millennials are born between 1980 and 2000, and they are also called Generation Y. Pew Research Centre chose to utilise 1996 as the last birth year for millennials. Everyone born between 1981 and 1996 (ages 23 to 38 in 2019) is a

millennial, whereas anyone born after 1997 is part of the New Generation (Dimock, 2019:2).

Millennials are willing to turn down high-paying jobs to work for a company that considers their needs. Most millennial employees change jobs within four years or less; pensions and job security do not drive them. The failure of the employer to meet millennial expectations results in reduced employee involvement, efficiency, and willingness to remain in an organisation (Harrison *et al.*, 2017:18).

For this study, Dimock's definition will be that millennials are individuals born between 1981 and 1996 (ages 25 to 40 in 2021) (Dimock, 2019). Any individuals born outside those years will be excluded from this study. Millennials are more dedicated to their jobs than they are to their employers. Millennial employees can be devoted to a business if they are respected, regarded as an essential member of a team, and recognised for efforts and achievements.

To solve the problem statement, one will have to understand the millennial generation in depth. Because each generation has a particular perspective, personality and unique skills, it may be difficult for organisations to create a great work environment for a varied generation. Therefore, millennials' characteristics are discussed below to gain an in-depth understanding of their character so that organisations can consider some of them for talent retention.

2.3.1 Millennials characteristics

A better understanding of millennials' different challenges can be gained by looking at their peculiarities and traits. Understanding career patterns is critical for organisations, people, and human resource professionals to make the necessary adjustments for current and future generations to retain talent.

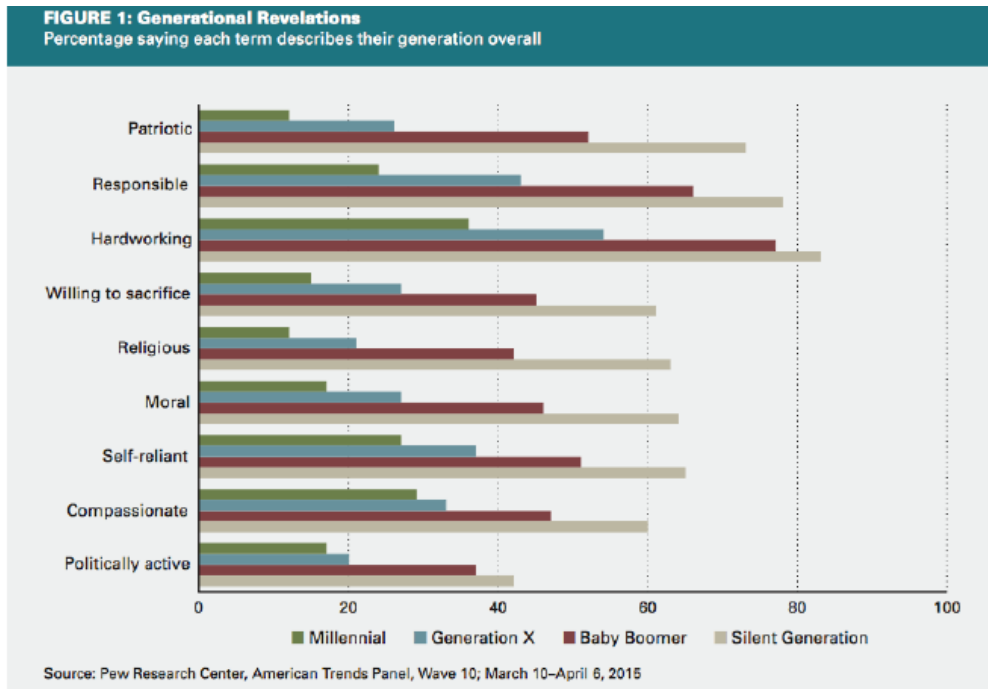
Millennials typically come from parents of baby boomers and are the workforce of the most highly trained generation. To be raised in an atmosphere of motivation, autonomy, and critical thoughts, their parents regarded them as peers who opted not to over-

supervise millennials or micromanage them. However, growing up in this highly supportive and protective climate, millennials' sense of entitlement and protection is cultivated. As a result, a standard of high expectations and engagement from their millennial children are sparked among baby boomers. When told to jump, millennials will not be asking "How high?" Instead they will ask "Why?" (Fry, 2018).

According to Venter (2017:1), six characteristics of the communication style of millennials were established. The generation requires immediate gratification, fun, compassionate, articulate, reactive and adaptable methods of communication. It is essential to be open-minded and respectful when communicating with millennials to connect with them effectively. Embracing the use of technology will also improve communication with the millennial generation.

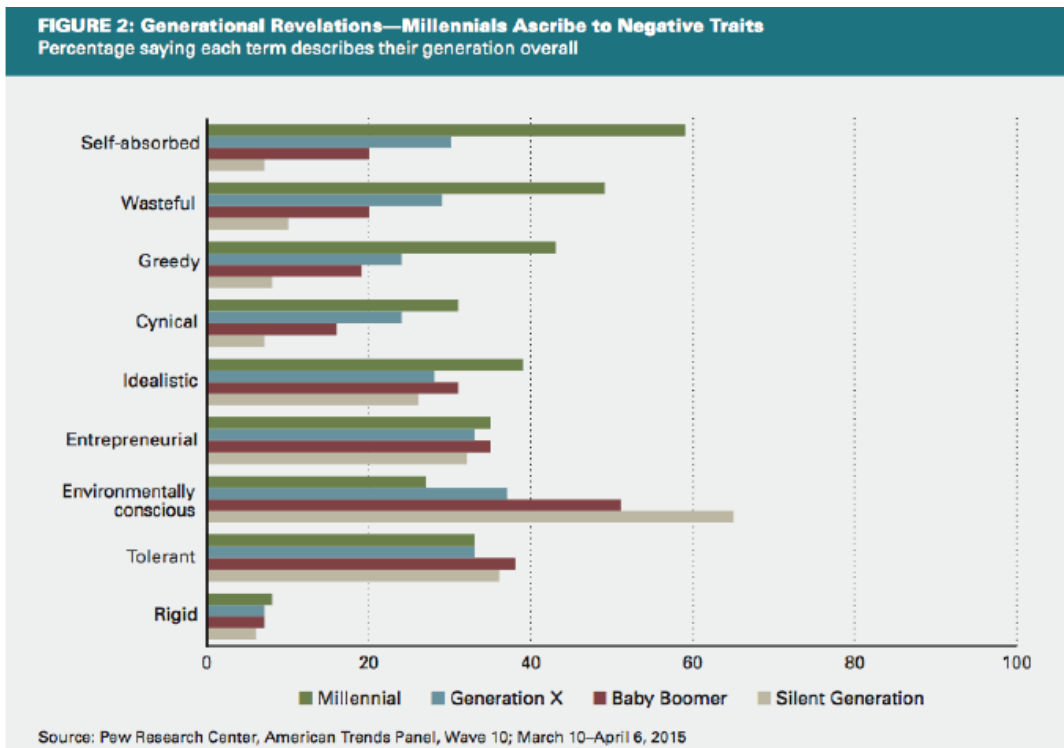
To solve the issue of young talent retention, a comparison of millennials and other generation characters is illustrated in Figure 1. This should assist the organisations in seeing how different millennials are compared to other generations and whether policies can be tailored to meet millennials halfway. The characteristics of the older generation, the baby boomers, Generation X, and the millennials have been illustrated in Figures 1 and 2, as seen in the study by Fry (2018).

Figure 1: Illustration of the generational revelations



Source: Fry (2018)

Figure 2: Illustration of the generational revelations – Millennials ascribe to negative traits



Source: Fry (2018)

Fry (2018) explains how more positive qualities are represented by baby boomers than millennials; 79% were consciously pleased to be identified with their generation. However, millennial attributes appear to be highly negative, with some positive characteristics like millennials being entrepreneurial and idealists. However, the same cannot be said for millennials, where negative characteristics are more likely to be associated with being spoiled, self-absorbed, whiny and self-critical. Other research, however, has called these assumptions into question, notably those concerning a lack of dedication and work ethic. Research has found little to no change when millennials are compared to prior cohorts (Galdames & Guihen, 2020:5).

The other concept that will give us more information regarding millennials' behaviour is to look at some of the literature done on millennials in the workplace; with all those characteristics mentioned above, one would wonder how millennials behave in a workplace. Below is a discussion of both millennials' and other generations' characteristics. A comparison of other generation behaviours in a work environment. This should assist in gaining more information about the aim of this research, which is to determine if workplace characteristics influence the millennial's organisational commitment, which workplace attributes influence millennials' commitment, and whether organisations should tailor their practices to accommodate millennials or meet their employers halfway with a retention strategy.

2.3.2 Millennials in the workplace

According to Stokes (2019:3-4), compositions in the workplace have moved from multi-generational settings to baby boomers born between 1946 and 1964. It is tremendously important because of these evolving dynamics. As workforce landscapes continue to shift, continuous assessments through new lenses to examine generations' specific characteristics and challenges become critical in sustaining organisational transformations.

Tyson (2017:4) says it is essential for organisations to learn more about millennial employees and understand the issues that might drive them away from an organisation. The millennial workforce issue is worldwide; this is because they are the new workforce. The economic future of the 21st century relies on this generation's talent to push organisational objectives. Slavkovic *et al.* (2018) argue that changing from a capital-in-proper to a knowledge-driven financial system makes managing human resources critical. Statistics South Africa (2018) indicates that millennials make up roughly 43,5% of South Africa's total population.

According to Naim and Lenka (2018:433), millennials' job principles are exceptionally contrasting compared to Generation X and baby boomers, which stems from their distinct characteristics as described above. The millennial generation dismisses the norms that past generations have set. The generation of baby boomers claimed that long hours of work were mandatory for career advancement and company loyalty to be demonstrated, while millennials prefer more flexible working hours (Campione, 2015:70). Millennials believe that organisations should, in addition to making a profit, be making a big impact on the community and the environment where they operate, improve people's lives and promote inclusiveness and diversity in the workplace.

Communication between a leader and an employee is crucial. Millennials need feedback and encouragement as much as they want to be free. According to Pollock (2018:2), frequent performance feedback may benefit and alter your team. Millennials are curious about their performance and what they can do to improve. Office perks may be highly motivating and can significantly boost productivity. When millennials feel at ease in their workplace, they will prefer to spend more time there, and their creative brains will begin to perform more effectively. According to Schwantes (2016:1), millennials seek companies that think outside the box and create an environment that caters to their lifestyle and sense of fun.

According to Stokes (2019:3-4), researchers also have various viewpoints on the characteristics of millennials. Some retained the willingness of millennials to solve issues, gain encouragement and input from managers who use versatility and understanding with

limited authoritative power. They are fast learners, capable of adapting rapidly to technical advances, emphasising participating in impressive work, achieving, supporting others, developing, and sustaining healthy working relationships. As a result of millennial characteristics, the workplace characteristics are discussed to identify if it will influence millennials' commitment to an organisation.

2.3.3 RETENTION

Employers' determination to keep required employees in their organisations is known as employee retention. Based on the contributions of human assets to the organisation's goal, the importance of employee retention cannot be overstated. According to Arasanmi (2019:175), human capital is the most important factor in the organisation. Organisations want to keep their employees, which necessitates the development of organisational traits.

Retaining great employees is an essential aspect of any organisation; an aspect that is sometimes ignored. Losing brilliant employees is a substantial expense for any organisation that invests in building skills, competencies and knowledge. According to Van Hoek (2016:5), the millennial generation's needs differ from those of earlier generations; as a result, policies and methods utilised to attract and retain employees in the past will not be adequate to retain millennials.

2.4 JOB SATISFACTION

A lot of what makes people happy at work also has to do with what they want and need from their jobs. In addition to individual motivation and levels of happiness, the relative strength of an employee's demands and expectations, as well as the degree to which they are realised or not, all these factors influence work performance and productivity.

Simmons (2016:23) backs up the statement mentioned on the above paragraph by stating that job satisfaction is linked to overall life satisfaction. Many employees are more satisfied when given personal and professional growth opportunities through education, skills development, and experience. Employee satisfaction (satisfaction with their role and

organisation) is dependent on employers' understanding of job characteristics and career attitudes.

2.4.1 Herzberg's two-factor theory

Rivers (2018:1) conducted a study in which Herzberg's two-factor theory was applied, in which hygiene and motivational factors were attributed to stress and social change factors. Was this study consistent with millennials' value systems? It was particularly beneficial to understand how motivators, hygiene factors and perceived risks and benefits are specific to the millennial generation, as revealed by Rivers' (2018:1) research. Millennials appear to emphasise external factors such as a collaborative work environment, which influences internal motivating factors such as relational connectedness and purpose in work. In other words, millennials face different challenges than previous generations.

Calk and Patrick (2017:131-137) investigated the factors that may influence millennials' workplace motivation. According to the results of a Workplace Motivation Inventory (WMI) administered to millennials, organisations should understand millennial motivation to cultivate an environment that meets the needs of a diverse workforce. To ascertain these needs, it is necessary to understand intrinsic and extrinsic motivation, as an employee will perform tasks to achieve internal fulfilment, depending on which factors they find rewarding. Extrinsic drive is derived from external stimuli, such as monetary incentives, recognition and rewards, whereas intrinsic motivation stems from internal factors such as job satisfaction and personal goals and achievements.

Herzberg (1956) developed his two-factor theory, which consists of hygiene factors and motivators, to explain the difference between intrinsic and extrinsic motivation. Employees can be encouraged to be more productive and happier in their jobs by using these motivators. Factors contributing to a healthy work environment include pay, safety, security measures, interpersonal relationships, and company policies and remuneration. The absence of these hygiene factors will not only decrease motivation but will also have a negative impact.

Job security, salary, accountability and working conditions were found to be the most important factors in millennial motivation, according to a study conducted by Kultalahti and Viitala (2015:1) on the subject. A company's retention rate is likely to increase because of these factors. In support of this, Dokadia *et al.* (2015:86-87) conducted a study and found that millennials are most motivated by extrinsic factors and least by intrinsic ones. According to a survey taken by 278 millennials, money, position, and community presence were the most important factors in their lives.

2.5 ORGANISATIONAL COMMITMENT

Colquitt *et al.* (2017:64) explain that it is possible to define organisational loyalty as the willingness of workers to remain members of an organisation. Organisational involvement will affect whether an employee will stay as a member (maintained) or go to another job (exchange of employees). Employees that aren't committed to their company are involved in withdrawal practices; work behaviours that could ultimately lead to the organisation's resignation are characterised as a series of actions taken by the employee to escape situations.

Widayati *et al.* (2018:9) identify this organisational commitment as a clear desire to remain a part of the organisation, the organisation's ability to increase high business potential, a deep belief, and recognition of principles and organisational objectives. Organisational engagement is also defined as an interaction between staff and organisations, or a set of organisational feelings, beliefs and interests or emotional connections to an organisation.

Although millennials will seem well equipped for the potential organisational environments, businesses need to be prepared to change their current business environment to accommodate this generation, with the primary objective of maintaining their millennial workers (Črešnar & Jevšenak, 2019:60). For organisations globally, millennial retention is becoming an increasing problem. In this age, organisational loyalty is no longer necessary, as shown by the higher retention rates among the millennial generation. A study conducted by Fry indicates that 78% of millennials would likely look

for alternative employment in the next two years after being employed. Research indicates that six out of ten millennials believe it is doubtful that they would remain with their current employer (Fry, 2018).

Fry (2018:1) found that 57% of millennials say they are “not very likely or not at all likely” to stay with their current employer for the rest of their working lives, and only 50% of millennials expect to stay with their current employer one year from now, according to the study.

A further study conducted by Deloitte (2019:7) about the global millennial survey with South Africans results shows how a mere 28% of millennials plan to stay with a business for more than five years. For various reasons, this is troublesome for companies, with two apparent negative factors: a) lack of future talent and b) turnover costs. Given the high turnover percentages, this can cause enormous costs (Saeed *et al.*, 2018:753). Frankel (2016:52) further confirms this by claiming that an organisation that can inspire its workers effectively would have lower retention rates as its workers would be less likely to pursue alternative positions. The definition and strength of motivation are therefore crucial for organisations to understand.

According to Colquitt *et al.* (2017:64), employee commitment to an organisation can be defined as an employee's desire to remain employed. The organisation's commitment can influence whether an employee stays (is retained) or leaves to pursue another opportunity (employee exchange). Employees who are disengaged with their organisation demonstrate withdrawal behavior, which is defined as a series of actions taken by the employee to avoid challenging situations - work behaviors that may eventually result in resignation from the organisation.

According to Ramli and Soelton (2019:9), organisational commitment is defined as a strong desire to remain a member of the organisation, a willingness to increase high business potential in the organisation's name, and a deep conviction and acceptance of values and organisational goals. Organisational commitment can also be defined as an

association between employees and organisations, or as a collection of feelings and beliefs about the organisation and involving themselves or getting emotionally attached to an organisation. They emphasise that there are three basic dimensions of organisational commitment that are closely related to the definition of organisational commitment:

2.5.1 Normative

A desire to remain an employee of an organisation because of awareness of the costs of leaving the organisation. In some cases, employees may feel compelled to stay with their current employer despite better opportunities elsewhere. It could be because they were given support and flexibility during a difficult personal situation or were promoted or paid more, leading to feelings of obligation to the organisation (Bellido, 2020:40).

2.5.2 Affective

A desire to stay at a job because of their feelings and involvement with the company. If employees show a high level of affective commitment, they are far more likely to say that they have a decent rapport with their colleagues, management staff, and top executives. They are often more likely to stay with the company and help make it a success (Heizman, 2019:78).

2.5.3 Continuance

Continuance is a desire to continue being an employee in an organisation because of an obligation to do so. Because they do not believe that there is a benefit to them seeking opportunities elsewhere, employees who have a high level of continuance commitment will choose to remain with their current employer (Bellido, 2020:45).

Devece *et al.* (2016:1) indicate that organisations that foster commitment through change-driven and quality-driven cultures promote open communication and knowledge management. Cultures with respect and integrity retain employees longer and exhibit higher levels of organisational commitment. As a result of the positive and ethical workplace environment, the development of strong organisational commitment was found

to be highly significant. Employees who have undergone a major shift in their circumstances and employment status (e.g., reduced hours, pending layoffs, unemployment, etc.) exhibit similar affective and normative commitment behaviours compared to employees who have not experienced a significant change in their employment status. These findings contradict previous empirical research on organisational commitment. Still, they support other theories, suggesting that organisational commitment is driven by employee behaviour and attitude and is not solely dependent on its culture, status, and objectives.

2.6 EMPLOYER ATTRACTIVENESS

Millennials prefer flexible working environments, high social status, and social responsibility investments. They will leave the organisation if their expectations are not met. Kumari and Saini (2018:446) confirm this by stating that millennials want quick promotions, flexible working hours, quality of life, recognition, ongoing feedback and a positive environment and relationships. It has also been reported that job seekers are willing to forego financial benefits to work for an organisation with a better corporate social responsibility and ethics reputation. This demonstrates the increasing importance that the workforce places on social and environmental engagement. Researchers have stated that emerging factors that appear to affect organisational attractiveness positively must be studied empirically. Organisations should highlight factors contributing to corporate attractiveness like work-life balance, job advancement, technology, and social responsibility.

More research was done by Theurer *et al.* (2018:155) where employer branding is described as a strategy to attract and retain employees, which includes promoting internally and externally what makes a company unique and attractive as an employer. Branding contains messages that have a positive effect on the understanding of future and current company employees. It takes position in advertisements, social media workplace advertising (i.e., LinkedIn) and university career fairs. This is achieved through job advertisements. Franca and Pahor (2012:98) suggest that exposure to the media could impact recruitment efforts, and Simmons (2016:40) states that “the millennials” are

different from “you and me”. Managers accustomed to certain practices to engage baby boomers must change their ways if they hope to engage with and maintain the newest heavily scrutinised cohort of employees, namely the millennials. Simmons (2016) has completed an important study and offers valuable advice to managers that want and respect millennials. The study was about exploring millennial retention strategies and methods in the workplace.

Naude and Mohr (2016:1) advise that companies should assess ways to harness new talents and focus on investing in recruiting more qualified millennials. However, the rapid development of this movement has been primarily driven by the excitement of every wave of the Fourth Industrial Revolution. As markets are becoming increasingly digital, organisations are adapting to and adopting a wide variety of digital technologies. Organisations seek to implement their digital transformation strategies – a strong digitally inclined workforce is crucial for success and competitiveness. Millennials have been exposed to all the things connected, with technology at their fingertips. Their comprehensive understanding of the digital world and innovative thinking is a different opportunity for organisations to capitalise on.

The millennial generation is an integral part of the competition at work and candidates for corporate management of destiny. Martins and Martins (2014:132) state that dependence, various traits, expectations and beliefs influence millennials in the workplace. Companies must also pay closer attention to what affects employee decisions to seek jobs in other creative industries. Employer’s brand, “a desirable organisation to build any relation” and the combined assessment of incentive packages demonstrate the price of becoming a worker in the business which are the key factors in this decision (Alshathry *et al.*, 2016:416; Gomes & Neves, 2011:221).

According to Arasanmi (2019:175-176), employers’ organisational identity and branding are two significant factors affecting the intentions of the job seeker. The author indicates an important relationship between the initial decisions of younger workers and the

optimistic organisational picture of job seekers as organisations with good reputations in the association.

Louw and Steyn (2021:2-3) state that, at work millennials thrive on a constant stream of positive strengthening, voice their opinions routinely without considering consequences, expect to move quickly up the corporate ladder and emphasise on work that is stimulating and personal. Their wish for immediate gratification means that they do not hold around to giving you a chance to fix the issue when they feel that their needs are not met or that you cannot achieve the desired goals. If they are feeling lost, they hop to another job.

Millennials desire career development opportunities and want to increase their awareness and skills to accomplish this objective. When interacting efficiently, the millennial generation will feel respected. It showed that three out of four millennials want to work for an employer who positively affects society. Millennials wish to work for organisations that appreciate and let them participate and listen to their opinions in the decision-making process. A company's culture should be preserved through leadership and human resources to cultivate an atmosphere where millennial workers do not gain or receive undeserved benefits but rather have an open business model that promotes retention and success (Simmons, 2016:67).

2.6.1 Work-life balance

For millennials and other generations alike, work-life balance is an essential idea. Researchers identify work-life balance as policies and services businesses may give their workers to alleviate family stress and conflicts while juggling a job and a family. Employers must help workers achieve work-life balance to decrease turnover and improve mental health and employee satisfaction. Due to deadlines, disputes and other challenges, the workplace can be a stressful environment. The home can also be a stressful environment. It can affect one's mental and physical health if all essential aspects of life are stressful (Buzza, 2017:16). That is why Tyson (2017:4) states that employees who have poor work-life balance show greater fatigue, which is a consequence of burning out. One way to ensure that an employee is happy is to ensure that their work-life balance does not suffer

so that they are not likely to quit the business. Opportunities for career promotion are another way of keeping workers happy and continuing to work with the company. Concerning millennials, this is essential because burning out at work can also affect them and influence productivity.

Work-life balance has always been an important aspect for employees. The productivity level can be increased when executives allow employees to work in their preferred location. According to Jenkins (2018:1), work-life balance is more important to millennials than any other professional trait. Employees demand the flexibility to work at different hours and from different locations, not simply the office. Organisations that provide a strong work-life balance tend to be more efficient, as millennials grow on it.

2.6.2 Job advancement

Organisations want workers that will remain committed and engaged with them. Companies spend much training on money and onboarding an employee, so they want to ensure that they eventually earn their return on investment. An employee who knows their job scope is one of the first ways to ensure that they are involved in their jobs. There are several ways in which an employee can feel that they fit into the company. Some approaches include adapting to the work community and being delegated, and succeeding in, complex tasks. If workers can develop and improve within their workforce, it is more likely that their role would engage them. An intelligent organisation will always be mindful of the wishes and intentions of its staff. Regarding the millennial generation, how vital career advancement is to them has not yet been investigated. Nonetheless, cash is on the line; businesses should do whatever is within their control to make sure their staff are happy (Özçelik, 2015:104).

According to Fries (2017:2-8), creating opportunities for career development is one character that attracts millennials. Millennials desire to keep learning and developing their skills, and they have high expectations for their careers. At a young age, millennials aspire to be CEOs and directors. This is not a new concept, but it must be considered while

attempting to retain millennials. If opportunities for their development are not consistently created, they'll start searching elsewhere.

2.6.3 Technology

Millennial workers are more technologically experienced than any other generation. This population is more innovative and technically advanced. This employee population is more relaxed, and technological innovations are embraced. Forgarty *et al.* (2017:1) reckon that when executives adopt the technology-driven mentality of millennials, managers will help millennial workers thrive.

Millennials are also referred to as the digital generation as digital technology has been exposed and used throughout their lives by the cohort. Owing to the expanded use and exposure of digital media, the mechanisms of the minds of the millennial generation are altered. A millennial can process and think differently than previous generations with knowledge (Venter, 2017:2). Digital technology has led millennials to demand knowledge immediately. The use of digital technologies has grown to include interpersonal contact. While the baby boomer generation predominantly uses face-to-face communication strategies, in addition to the conventional communication method, millennials are the first generation to use immersive digital communication strategies. Digital networking techniques include text messages, the Internet, mobile devices, emails, and social media tools. Millennials use digital communication strategies for work, leisure, and schooling (Wilford, 2020:39).

2.6.4 Corporate social responsibility (CSR)

Three distinct perspectives on social responsibility have been advanced: ecological, ethical, and social. CSR is known as a process through which organisations accomplish mainstream success while adhering to moral ideals, valuing people, societies, and the global ecosystems (Bellido, 2020:1). According to Kumari and Saini (2018), corporate social responsibility encompasses five aspects: social relationships, diversification initiatives, human resources, sustainability initiatives, and quality of product. CSR

contributes to the enhancement of a company's reputation, overall organisational attraction, diversification efforts, and employee satisfaction at work.

According to the literature, a company's CSR reputation is related to attracting younger job applicants. Job seekers are willing to forego financial benefits to work for a company with a better CSR reputation and ethics due to the growing importance of social media issues among new job seekers. According to the interactionist perspective, which is based on the similarity-attraction concept, applicants are more attracted to organisations with specific organisational characteristics that match their own. Given the new generation workforce's growing awareness of the community and environment, it could be argued that applicants will be drawn to an organisation that demonstrates similar sensitivity to these issues (Kumari & Saini, 2018:448).

Millennials trust organisations that are vulnerable to legal and social problems. Klimkiewicz and Oltra (2017:449) explored the connection between millennials' corporate social responsibility viewpoint and the attractiveness of a future employer. Millennials think the social and ethical efforts of an organisation must be genuine. A millennial job seeker can reject an organisation's job offer that does not display a sufficient emphasis on social responsibility. Economically, the millennial customer's perspective on corporate sustainability matters. Millennials are willing to spend 25% extra for the products and services offered by a socially responsible business. They will fund a counterpart that demonstrates socially responsible actions, according to Anderson et al. (2018:14). By contributing to society, millennials hope to make a difference. According to Landrum (2017:3), millennials have emerged as advocates for corporate volunteering since it meets a need and desire shared by all.

According to Fries (2017:2-8), to guarantee that millennials remain loyal to an organisation, the following can be done: Provide them with meaningful work that contributes to a greater cause. Millennials seek employment that allow them to apply their skills and make a difference. They want to take ownership of their work and stray from the usual to achieve speedy results. To hold millennials' attention, the task they are given

must be challenging enough. Make time for mentoring and socialising. Giving millennials leadership roles in initiatives and processes that allow them to demonstrate their diverse abilities. Allowing them the time and opportunity to date will help them feel at ease in the organisation, and they will be less likely to want to quit.

2.7 CONCLUSION

According to the reviewed literature, the challenge that organisations face is retaining millennial employees. Millennials have high expectations of their potential employers. They want to be associated with reputable brands and advance in the organisation. Rather than imitating successful organisations, organisations should align their talent management practices with their strategy and values. Millennials are highly educated and eager to learn more, but they lack the necessary acquired skills and experience to obtain available jobs. The retention of the millennial workforce is critical to the success of organisations due to the size of the millennial generation. Millennials are departing organisations before completing a three-year commitment, which can create challenges for organisations in terms of gaining a return on the investment made in millennials. Compensation, development prospects, work-life balance, and employee satisfaction all play a role in millennials' voluntary decision to leave. This issue was discussed in the literature, as well as relevant theories. To deal with this challenge, organisations should understand what values millennials seek in a workplace; this will help them compete in this volatility, uncertainty, complexity and ambiguity (VUCA) environment for better talent.

The following chapter outlines the data collected based on the research questions. The results analysis exhibited the data collection method used, discuss the results, reliability test, descriptive, correlation, and additional analysis conducted on the study.

CHAPTER 3: RESULTS ANALYSIS AND DISCUSSION

3.1 INTRODUCTION

This study aimed to engage with millennials, examine the work traits that influence their decision to stay in their current organisations and provide the organisations with a strategy for addressing millennials' retention issues. It is critical to consider how the millennial worker's characteristics influence their commitment to an organisation for talent retention. To accomplish this, the research questions that guided the study were: Do workplace characteristics affect millennials' organisational commitment? Which characteristics of the workplace entice millennials? Should employers modify their hiring practices to attract and retain millennial talent?

This chapter discusses the study's results and findings and the analysis techniques used to help formulate the research questions. After reviewing the participants' demographics, this chapter discusses the study's descriptive statistics and examine the relationship between workplace characteristics, job satisfaction and organisational commitment among millennial workers. The MSQ was used to determine job satisfaction, and the OCQ was used to determine organisational commitment. Finally, the summary of the finding is presented before moving on to Chapter 4, about the implications of the results, recommendations, limitations and suggestions for future research and conclusion.

3.2 PARTICIPANTS' RESPONSE

As stated in Chapter 1, the study was limited to millennial employees born between 1981 and 1996. The data collection was done within two weeks. A total of 222 participants responded to the survey, with only 191 meeting the study's inclusion criteria and completing the survey in its entirety, presented in Table 1. The 31 responses were excluded because the participants were not employed in the Gauteng province and were not born between 1981 and 1996. The 31 exclusions are reported for completeness. However, none of the participants completed the survey because a rule was built to

restrict participants from continuing if they were not working in Gauteng. Their ages also fall outside of the millennial definition. The purpose of this study was to recruit 200 participants who fall under the millennial definition. Participants were employed in Gauteng province when the survey was taken, using the convenience sampling method. During the recruitment process, it became necessary for the researcher to constantly send reminders through social media channels and emails to reach the required number of participants. The survey link was distributed through the same channels.

Table 1: Responses

Case Processing Summary			
		N	%
Cases	Valid	191	100.0
	Excluded ^a	0	0.0
	Total	191	100.0
a. Listwise deletion based on all variables in the procedure.			

Source: Compiled by author

In the next section, the data analysis is outlined, looking at all areas of the questionnaire. Firstly, the results of the demographics section are discussed, followed by the Minnesota Satisfaction Questionnaire and the Organisational Commitment Questionnaire results. The reliability measures, and descriptive including reliability testing, are outlined as well.

3.3 DATA ANALYSIS

SPSS was used to conduct the statistical analysis. To begin explaining the data, the frequencies, means, and standard deviations were determined. Cronbach's alpha coefficients were used to determine the MSQ's reliability and construct equivalence, and Tukey tests were utilised to discover which groups were substantially different. The MSQ was assessed using exploratory factor analysis with a Procrustean target rotation, and the OCQ effect sizes were utilised to determine the importance of correlations and statistical significance (Cohen, 1988; Steyn, 1999). The magnitude of the effect

demonstrates how significant the findings are (while statistical significance may often show results that are of little practical relevance).

3.3.1 DEMOGRAPHIC QUESTIONS

Given that the study was aimed at millennials, the age range of the respondents was between Option 1 (25-30) and Option 2 (31-40). The age frequency distribution of the respondents is shown in Table 2. It shows that respondents were almost evenly split between the two-age group: 25-30 (52,9%) and 31-40 (47,1%), respectively.

Table 2: Frequency distribution of age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	101	52.9	52.9	52.9
	2	90	47.1	47.1	100.0
	Total	191	100.0	100.0	

Source: Compiled by author

The gender options were 1 for woman, 2 for man, 3 for LGBT and 4 for others. Out of all the 191 respondents, 41,9% were women, 37,7% were men, LGBT, and others were 20,4%. Table 3 illustrate this.

Table 3: Frequency distribution of gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	80	41.9	41.9	41.9
	2	72	37.7	37.7	79.6
	3	38	19.9	19.9	99.5
	4	1	0.5	0.5	100.0
	Total	191	100.0	100.0	

Source: Compiled by author

The marital status options were as follows: Option 1 for Single, Option 2 for Married, Option 3 for Widowed, Option 4 for Separated and Option 5 for Divorced. Leading on Table 4 were the single millennials with 46,1%, followed by 31,4% of married ones. 13,1% of millennials were separated, only 5,2% were divorced and 4,2% were widowed.

Table 4: Frequency distribution of marital status

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	88	46.1	46.1	46.1
	2	60	31.4	31.4	77.5
	3	8	4.2	4.2	81.7
	4	25	13.1	13.1	94.8
	5	10	5.2	5.2	100.0
	Total	191	100.0	100.0	

Source: Compiled by author

The highest qualification options were as follows: Option 1 for Grade 12, Option 2 for Diploma, Option 3 for Degree and Option 4 for Postgraduate. Table 5 indicates that degree and postgraduate qualifications were almost even with 40,5% and 37,4%, respectively. It is followed by 13,7% of respondents with a diploma and 8,4% of respondents with Grade 12.

Table 5: Frequency distribution of highest qualifications

Highest qualifications					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	8.4	8.4	8.4
	2	26	13.6	13.7	22.1
	3	77	40.3	40.5	62.6
	4	71	37.2	37.4	100.0
	Total	190	99.5	100.0	
Missing	System	1	0.5		
	Total	191	100.0		

Source: Compiled by author

The employment status options were as follows: Option 1 for Full-time, Option 2 for Part-time and Option 3 for a Contract worker. Table 6 indicates that out of 191, the largest group was employed full-time (82,2%), and the second largest group was employed part time (11%), and contract workers were the smallest group with 6,8% of the respondents.

Table 6: Frequency distribution of employment status

Employment status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	157	82.2	82.2	82.2
	2	21	11.0	11.0	93.2
	3	13	6.8	6.8	100.0
	Total	191	100.0	100.0	

Source: Compiled by author

The following section outlines the descriptive statistics of MSQ and OCQ, the last sections of the questionnaire.

3.3.2 DESCRIPTIVE STATISTICS OF THE MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ)

Firstly, we look at the frequencies, which provides an overview of the data; this articulated how each participant (out of the 191 respondents received) answered the Minnesota Satisfaction Questionnaire. The MSQ was used to collect data on the participants' job satisfaction. The MSQ is a 20-item questionnaire that utilises a 5-point Likert scale-type response format. The MSQ was modified to 17 questions to meet the study objectives; after that, exploratory factor analysis was used to establish the two components of MSQ. Extrinsic job satisfaction and intrinsic job satisfaction were used to reduce data to a smaller set of summary variables. Intrinsic job satisfaction refers to assessing the participants' feelings about the nature of their work, and extrinsic refers to evaluating the attitudes toward situational job aspects that are not directly related to the job. Table 7

illustrates how each participant feels about each statement, and Table 8 demonstrates how the 17 questions were grouped into the two factors, being intrinsic and extrinsic.

Table 7: Frequency of MSQ

Frequencies and Descriptive statistics								
No	Statement	% Extremely Satisfied	% Very Satisfied	% Satisfied	% Somewhat Satisfied	% Not Satisfied	Mean	Standard Deviation
Satisfaction1	Ability utilisation: the chance to use my abilities.	49.2	30.9	15.2	2.6	2.1	1.77	0.944
Satisfaction2	Achievement: feelings of accomplishment	17.8	46.6	26.2	5.2	4.2	2.31	0.966
Satisfaction3	Activity: being able to stay busy on the job.	26.7	47.1	17.3	6.8	2.1	2.10	0.946
Satisfaction4	Advancement: the opportunity to advance.	22.5	42.4	22.5	8.4	4.2	2.29	1.040
Satisfaction5	Authority: the chance to direct others.	21.5	41.4	23.6	6.3	7.3	2.37	1.111
Satisfaction6	Company: satisfaction with company policies.	22.5	43.5	19.4	11.0	3.7	2.30	1.051
Satisfaction7	Compensation: pay for the work done.	27.2	33.0	25.7	8.9	5.2	2.32	1.123
Satisfaction8	Creativity: the chance to try own work methods.	27.2	37.7	22.5	8.4	4.2	2.25	1.075
Satisfaction9	Independence: the opportunity to work alone.	24.6	40.3	25.7	4.2	5.2	2.25	1.041
Satisfaction10	Moral values: not having to violate conscience at work.	30.4	35.6	26.7	4.7	2.6	2.14	0.991
Satisfaction11	Recognition: praise received from work done.	25.7	41.9	24.1	4.2	4.2	2.19	1.005
Satisfaction12	Responsibility: freedom to use own judgment.	24.6	45.5	20.9	5.2	3.7	2.18	0.984
Satisfaction13	Security: steady employment of the job.	24.1	41.9	24.1	6.3	3.7	2.24	1.006
Satisfaction14	Work-Life Balance: the chance to balance personal life and work.	29.3	35.6	21.5	7.9	5.8	2.25	1.133
Satisfaction15	Social responsibility: the organisation is making a difference in the community.	25.1	42.9	21.5	8.9	1.6	2.19	0.966
Satisfaction16	Technology: the chance to use advanced techs and social media.	25.1	41.9	25.7	5.2	2.1	2.17	0.938
Satisfaction17	environment.	27.7	40.8	21.5	7.9	2.1	2.16	0.988

Source: Compiled by author

Table 8 indicates how the employee job satisfaction scale is divided into two scales: intrinsic and extrinsic job satisfaction. Questions 1 to 5, 8-9 and 11-13 were classified as intrinsic job satisfaction because the statements measure how the participants feel about the job task's nature. Question 6-7, 10 and 13-17 were classified under extrinsic job satisfaction as they refer to the feeling about the situational job aspect, not directly to the work tasks.

Table 8: Classification of questions

Scale	Questions	Cronbach's Alpha	Mean	SD
Intrinsic	Satisfaction1-5, Satisfaction8-9, Satisfaction11-13	0.867	2.20	0.68
Extrinsic	Satisfaction6-7, Satisfaction10, Satisfaction13-17	0.817	2.22	0.68

Source: Compiled by author

INTRINSIC JOB SATISFACTION

The intrinsic job satisfaction factor consisted of 10 questions from MSQ, and a correlation test result is illustrated in Table 9. Table 10 presents the summary results, and Table 11 shows the high and low Cronbach's alpha between variables. This should help to establish the validity of the scale.

Table 9: Correlation matrix of intrinsic job satisfaction

Inter-Item Correlation Matrix										
	Satisfaction 1	Satisfaction 2	Satisfaction 3	Satisfaction 4	Satisfaction 5	Satisfaction 8	Satisfaction 9	Satisfaction 11	Satisfaction 12	Satisfaction 13
Satisfaction1	1.000	0.442	0.327	0.555	0.506	0.413	0.401	0.362	0.355	0.344
Satisfaction2	0.442	1.000	0.356	0.348	0.437	0.468	0.366	0.360	0.417	0.335
Satisfaction3	0.327	0.356	1.000	0.343	0.329	0.332	0.326	0.305	0.365	0.278
Satisfaction4	0.555	0.348	0.343	1.000	0.453	0.392	0.461	0.363	0.422	0.401
Satisfaction5	0.506	0.437	0.329	0.453	1.000	0.488	0.430	0.389	0.373	0.252
Satisfaction8	0.413	0.468	0.332	0.392	0.488	1.000	0.514	0.399	0.521	0.399
Satisfaction9	0.401	0.366	0.326	0.461	0.430	0.514	1.000	0.386	0.511	0.390
Satisfaction11	0.362	0.360	0.305	0.363	0.389	0.399	0.386	1.000	0.428	0.231
Satisfaction12	0.355	0.417	0.365	0.422	0.373	0.521	0.511	0.428	1.000	0.452
Satisfaction13	0.344	0.335	0.278	0.401	0.252	0.399	0.390	0.231	0.452	1.000

Source: Compiled by author

Table 10: Statistics summary: Intrinsic job satisfaction

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item	0.394	0.231	0.555	0.325	2.409	0.005	10

Source: Compiled by author

Table 11: Scale reliability: Intrinsic job satisfaction

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Satisfaction1	20.18	38.624	0.611	0.435	0.852
Satisfaction2	19.64	38.809	0.577	0.356	0.855
Satisfaction3	19.85	40.084	0.476	0.233	0.862
Satisfaction4	19.66	37.750	0.614	0.432	0.851
Satisfaction5	19.59	37.306	0.600	0.410	0.853
Satisfaction8	19.71	37.027	0.650	0.453	0.848
Satisfaction9	19.71	37.619	0.625	0.414	0.851
Satisfaction11	19.76	39.097	0.523	0.295	0.859
Satisfaction12	19.78	38.015	0.635	0.444	0.850
Satisfaction13	19.72	39.391	0.497	0.303	0.861

Source: Compiled by author

RELIABILITY

The measure of reliability means that a person who completes the questionnaire at two different points in time should get the same score for each factor each time they complete the questionnaire. All other things being equal, meaning if two people are comparable in terms of the questionnaire's constructs being measured, they should both receive identical scores.

Cronbach's alpha

Table 12 illustrates that Cronbach's alpha values reported are greater than the field guideline value of 0,7, at least 0,5 in the early stage of research (Zungu, 2018:52). This demonstrates the reliability of the resulting scales. The means of intrinsic and extrinsic are 2,20 (SD=0,68) and 2,22 (SD=0,68) respectively, which indicates that respondents agree on average with the statements on these scales.

Table 12: Cronbach's alpha: Intrinsic job satisfaction

Scale	Questions	Cronbach's Alpha	Mean	SD
Intrinsic	Satisfaction 1-5, Satisfaction 8-9, Satisfaction 11-13	0.867	2.20	0.68
Extrinsic	Satisfaction 6-7, Satisfaction 10, Satisfaction 13-17	0.817	2.22	0.68

Source: Compiled by author

The following section discusses the second factor of the job satisfaction scale, the extrinsic job satisfaction descriptive statistics analysed below.

EXTRINSIC JOB SATISFACTION

The extrinsic job satisfaction factor consisted of 8 questions from the MSQ. A correlation test result is illustrated in Table 13. Table 14 presents the summary results and Table 15 shows the high and low Cronbach's alpha between variables. This should help to establish the validity of the scale.

Table 13: Correlation matrix of extrinsic job satisfaction

Inter-Item Correlation Matrix								
	Satisfaction 6	Satisfaction 7	Satisfaction 10	Satisfaction 13	Satisfaction 14	Satisfaction 15	Satisfaction 16	Satisfaction 17
Satisfaction6	1.000	0.512	0.421	0.321	0.365	0.349	0.396	0.406
Satisfaction7	0.512	1.000	0.301	0.357	0.466	0.328	0.382	0.330
Satisfaction10	0.421	0.301	1.000	0.242	0.284	0.248	0.399	0.392
Satisfaction13	0.321	0.357	0.242	1.000	0.368	0.268	0.269	0.413
Satisfaction14	0.365	0.466	0.284	0.368	1.000	0.394	0.404	0.298
Satisfaction15	0.349	0.328	0.248	0.268	0.394	1.000	0.399	0.278
Satisfaction16	0.396	0.382	0.399	0.269	0.404	0.399	1.000	0.425
Satisfaction17	0.406	0.330	0.392	0.413	0.298	0.278	0.425	1.000

Source: Compiled by author

Table 14: Statistics summary: Extrinsic job satisfaction

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item	0.358	0.242	0.512	0.270	2.113	0.004	8

Source: Compiled by author

Table 15: Scale reliability: Extrinsic job satisfaction

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Satisfaction6	15.46	22.460	0.599	0.391	0.786
Satisfaction7	15.44	22.153	0.579	0.379	0.789
Satisfaction10	15.62	23.899	0.480	0.273	0.803
Satisfaction13	15.52	23.861	0.474	0.262	0.804
Satisfaction14	15.51	22.325	0.553	0.340	0.793
Satisfaction15	15.57	24.067	0.478	0.254	0.803
Satisfaction16	15.59	23.444	0.573	0.355	0.791
Satisfaction17	15.60	23.409	0.539	0.336	0.795

Source: Compiled by author

3.3.3 DESCRIPTIVE STATISTICS OF ORGANISATIONAL COMMITMENT

Assessment of millennials' commitment to their organisations was done using the Organisational Commitment Questionnaire (OCQ). A Likert scale of five points allows participants to indicate their feelings and thoughts. The scale includes 24 items, with answers ranging from 1 (strongly disagree) to 5 (strongly agree). Table 16 and Table 17 depict the three subscales that measure affective, continuation, and normative commitment, respectively.

Table 16: Questions classification

Scale	Questions	Cronbach's Alpha	Mean	SD
OrgCom_Affective	OC1, OC2, OC3, OC4, OC5_R, OC6_R, OC7, OC8_R, OC9_R	0.810	3.64	0.86
OrgCom_Continuance	OC10, OC11, OC12, OC13, OC14, OC15, OC16, OC17	0.522	2.79	0.76
OrgCom_Normative	OC18_R, OC19_R, OC20, OC21_R, OC22, OC23, OC24_R	0.755	4.03	0.71

Source: Compiled by author

Table 17: Frequency of OCQ

No	Statement	Frequencies and Descriptive statistics						
		%Strongly Agree	%Agree	% Undecided	% Disagree	%Strongly Disagree	Mean	Standard Deviation
OrgCommitment1	"I would be very happy to spend the rest of my career with this organisation."	7.3	8.4	5.2	17.8	61.3	4.17	1.280
OrgCommitment2	"I enjoy discussing my organisation with people outside of it."	33.5	50.3	5.8	7.9	2.6	1.96	0.972
OrgCommitment3	"I really feel as if this organisation's problems are my own."	5.8	17.8	9.4	45.5	21.5	3.59	1.175
OrgCommitment4	"I think I could easily become attached to another organisation as I am to this one."	33.5	38.2	14.7	11.5	2.1	2.10	1.061
OrgCommitment5	"I do not feel like "part of the family" in my organisation."	9.9	31.9	19.4	27.7	11.0	2.98	1.201
OrgCommitment6	"I do not feel "emotionally" attached to this organisation."	39.8	34.6	4.2	16.2	5.2	2.13	1.246
OrgCommitment7	"This organisation has a great deal of personal meaning to me."	11.0	22.5	6.8	25.7	34.0	3.49	1.432
OrgCommitment8	"I do not feel a strong sense of belonging in this organisation."	28.3	42.9	5.8	18.3	4.7	2.28	1.194
OrgCommitment9	"I'm not afraid of what might happen if I quit my current position without having another position lined up."	21.5	51.3	3.7	12.6	11.0	2.40	1.261
OrgCommitment10	"It will be very hard for me to leave my job right now, even if I wanted to."	12.0	25.7	3.7	31.4	27.2	3.36	1.422
OrgCommitment11	"Too much in my life would be disrupted if I decided I want to leave my job now."	16.8	23.6	5.2	29.3	25.1	3.23	1.471
OrgCommitment12	"It wouldn't be too costly for me to leave my job now."	35.6	38.2	3.7	15.2	7.3	2.20	1.275
OrgCommitment13	Right now, staying with this organisation is a matter of necessity as much as desire.	26.7	51.8	3.7	13.1	4.7	2.17	1.108
OrgCommitment14	I feel I have few options to consider before leaving this organisation.	14.1	35.1	3.1	22.5	25.1	3.09	1.466
OrgCommitment15	One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	41.9	36.1	3.7	13.1	5.2	2.04	1.207
OrgCommitment16	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here.	22.5	62.3	4.2	6.3	4.7	2.08	0.970
OrgCommitment17	"I think that people these days move from job to job too often."	36.1	44.0	8.9	9.4	1.6	1.96	0.986
OrgCommitment18	"I do not believe that a person must always be loyal to his or her organisation."	27.2	51.3	6.3	10.5	4.7	2.14	1.079
OrgCommitment19	"Jumping from job to job does not seem unethical at all to me."	35.6	44.5	7.3	10.5	2.1	1.99	1.021
OrgCommitment20	"One of the major reasons I continue to work for this organisation is that I believe commitment is important and therefore feel a sense of moral obligation to remain."	5.8	12.6	4.2	25.7	51.8	4.05	1.260
OrgCommitment21	"If I got another offer for a better job elsewhere, I would not feel it was right to leave my organisation."	6.3	5.8	4.2	39.8	44.0	4.09	1.129
OrgCommitment22	"I was taught to believe in the value of remaining loyal to one organisation."	2.6	9.4	5.2	53.4	29.3	3.97	0.981
OrgCommitment23	"Things were better in the days when people stayed with one organisation most of their lives."	2.1	3.7	11.0	50.8	32.5	4.08	0.876
OrgCommitment24	"I do not think that wanting to be a "company man" or "company woman" is sensible anymore."	54.5	28.8	6.8	5.8	4.2	1.76	1.082

Source: Compiled by author

Before running the Codebook reports, careful data management and transformation procedures were required. The process was to reverse code some of the responses to OCQ. The reverse coding entailed rearranging a few reactions in the datasets so that a value of 1 became a value of 5 and a value of 5 became a value of 1.

Eight responses had their values reverse coded, such that a value of 1 = strongly agree and 5 = strongly disagree, and thus took on the opposite meaning as the statements. For example, on the organisational commitment scale, 1 = strongly disagree and 5 = strongly agree in response to the AC5 item/question in the affective continuance scale “I do not feel like a ‘family’ at my organisation.” Three responses were recorded on the affective commitment scale; two on the continuance commitment scale, and three on the normative commitment scale. Each was renamed after recoding the items, for example, AC5 was renamed “AC5 R” by adding the suffix “_R” after the item’s label.

RELIABILITY

Table 18 illustrates that Cronbach’s alpha values reported are greater than the field guideline value of 0,7, at least 0,5 in the early stage of research (Zungu, 2018:52). This demonstrates the reliability of the resulting scales. The means of affective, continuance and normative commitment are 3,64 (SD=0,86), 2,79 (SD=0,76) and 4,03 (SD=0,71) respectively, which indicates that respondents agree on average with the statements on these scales.

Table 18: Cronbach’s alpha: reliability

Scale	Questions	Cronbach's Alpha	Mean	SD
OrgCom_Affective	OC1, OC2, OC3, OC4, OC5_R, OC6_R, OC7, OC8_R, OC9_R	0.810	3.64	0.86
OrgCom_Continuance	OC10, OC11, OC12, OC13, OC14, OC15, OC16, OC17	0.522	2.79	0.76
OrgCom_Normative	OC18_R, OC19_R, OC20, OC21_R, OC22, OC23, OC24_R	0.755	4.03	0.71

Source: Compiled by author

AFFECTIVE COMMITMENT

The affective commitment questions consisted of questions 1-9 of the OCQ. The correlation analysis is illustrated in Table 19. Table 20 presents the summary results, and Table 21 shows the high and low Cronbach's alpha between variables. This should help to establish the validity and reliability of the scale. Two of the nine items on the AC scale required reverse coding, as illustrated in Table 18. Cronbach's alpha reliability coefficient for this scale is 0,810, based on the N=7 as presented in Table 22.

Table 19: Correlation matrix of affective commitment

Inter-Item Correlation Matrix							
	OrgCommitment1	OrgCommitment3	OC5_R	OC6_R	OrgCommitment7	OC8_R	OC9_R
OrgCommitment1	1.000	0.530	0.237	0.495	0.462	0.566	0.441
OrgCommitment3	0.530	1.000	0.081	0.436	0.517	0.420	0.297
OC5_R	0.237	0.081	1.000	0.146	0.074	0.202	0.089
OC6_R	0.495	0.436	0.146	1.000	0.663	0.585	0.460
OrgCommitment7	0.462	0.517	0.074	0.663	1.000	0.479	0.384
OC8_R	0.566	0.420	0.202	0.585	0.479	1.000	0.323
OC9_R	0.441	0.297	0.089	0.460	0.384	0.323	1.000

Source: Compiled by author

Table 20: Statistics summary: affective commitment

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item	0.376	0.074	0.663	0.589	9.015	0.031	7

Source: Compiled by author

Table 21: Scale reliability: affective commitment

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OrgCommitment1	21.2932	25.829	0.673	0.490	0.761
OrgCommitment3	21.8743	27.942	0.555	0.381	0.784
OC5_R	22.4450	32.280	0.183	0.072	0.842
OC6_R	21.5916	25.822	0.698	0.565	0.757
OrgCommitment7	21.9738	25.089	0.633	0.513	0.768
OC8_R	21.7487	26.958	0.632	0.454	0.770
OC9_R	21.8691	28.251	0.476	0.277	0.797

Source: Compiled by author

Table 22: Cronbach alpha: affective commitment

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.810	0.808	7

Source: Compiled by author

CONTINUANCE COMMITMENT

The second factor of the OCQ continuance commitment is analysed below. As shown in Table 18, four of the eight items on the AC scale required reverse coding. Cronbach's alpha reliability coefficient for this scale is 0,522, based on the N=5 as illustrated in Table 26. Q12, Q15 and Q17 had a detrimental effect on the CA and were thus omitted from the scale. The continuance commitment questions consisted of questions 1-9 of

OCQ. The correlation analysis is illustrated in Table 23. Table 24 presents the summary results and Table 25 shows the high and low Cronbach's alpha between variables. This should help to establish the validity and reliability of the scale.

Table 23: Correlation matrix of continuance commitment

Inter-Item Correlation Matrix					
	OrgCommitment10	OrgCommitment11	OrgCommitment13	OrgCommitment14	OrgCommitment16
OrgCommitment10	1.000	0.547	0.050	0.428	-0.007
OrgCommitment11	0.547	1.000	-0.118	0.559	0.005
OrgCommitment13	0.050	-0.118	1.000	-0.153	0.202
OrgCommitment14	0.428	0.559	-0.153	1.000	-0.035
OrgCommitment16	-0.007	0.005	0.202	-0.035	1.000

Source: Compiled by author

Table 24: Statistics summary: continuance commitment

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item	0.148	-0.153	0.559	0.711	-3.660	0.069	5

Source: Compiled by author

Table 25: Scale reliability: continuance commitment

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OrgCommitment10	10.58	8.361	0.512	0.339	0.300
OrgCommitment11	10.71	8.101	0.517	0.436	0.290
OrgCommitment13	11.76	13.655	-0.035	0.089	0.623
OrgCommitment14	10.84	8.849	0.413	0.346	0.376
OrgCommitment16	11.85	13.326	0.047	0.044	0.577

Source: Compiled by author

Table 26: Cronbach's alpha: continuance commitment

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.522	0.465	5

Source: Compiled by author

NORMATIVE COMMITMENT

The third factor of the OCQ normative commitment is analysed below. As illustrated in Table 18, four of the eight items on the AC scale required reverse coding. Based on the sample size used in this study, the Cronbach's alpha reliability coefficient for this scale is 0,755, based on the N=6 as illustrated in Table 30. Q21 had a negative effect on the CA and was therefore omitted from the scale. Q21 has a detrimental impact on the CA and were thus omitted from the scale. The correlation analysis is illustrated in Table 27. Table 28 presents the summary results and Table 29 represent the high and low Cronbach's alpha between variables. This should help to establish the validity and reliability of the scale.

Table 27: Correlation matrix of normative commitment

Inter-Item Correlation Matrix						
	OC18_R	OC19_R	OrgCommitment20	OrgCommitment22	OrgCommitment23	OC24_R
OC18_R	1.000	0.412	0.366	0.359	0.240	0.281
OC19_R	0.412	1.000	0.335	0.321	0.329	0.260
OrgCommitment20	0.366	0.335	1.000	0.559	0.387	0.277
OrgCommitment22	0.359	0.321	0.559	1.000	0.468	0.318
OrgCommitment23	0.240	0.329	0.387	0.468	1.000	0.230
OC24_R	0.281	0.260	0.277	0.318	0.230	1.000

Source: Compiled by author

Table 28: Statistics summary: normative commitment

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item	0.343	0.230	0.559	0.329	2.428	0.008	6

Source: Compiled by author

Table 29: Scale reliability: normative commitment

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OC18_R	20.3508	13.103	0.483	0.259	0.723
OC19_R	20.1990	13.423	0.478	0.252	0.724
OrgCommitment20	20.1571	11.607	0.565	0.371	0.700
OrgCommitment22	20.2356	12.813	0.607	0.418	0.691
OrgCommitment23	20.1309	14.135	0.476	0.270	0.726
OC24_R	19.9738	13.773	0.386	0.153	0.749

Source: Compiled by author

Table 30: Cronbach's alpha: normative commitment

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.755	0.758	6

Source: Compiled by author

3.3.4 ADDITIONAL ANALYSIS

In addition to the total MSQ score and OCQ for all participants, descriptive statistics were calculated to research specific questions for all the factors. All of the participants' totals combined MSQ and OCQ are shown in Table 31. The analysis looked at the various comparisons between biographical questions such as age, gender, employment status and marital status.

Table 31: Total MSQ and OCQ means and standard deviations

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Deviation	
Sat_Intrinsic	191	1.20	4.70	2.1958	0.68325	
Sat_Extrinsic	191	1.13	4.50	2.2199	0.67928	
OrgCom_Affective	191	1.00	5.00	3.6380	0.85974	
OrgCom_Continuan	191	1.00	5.00	2.7874	0.76410	
OrgCom_Normative	191	1.00	5.00	4.0349	0.70789	
Valid N (listwise)	191					

Source: Compiled by author

T-tests

The independent T-test is used to examine to see if the means of two unrelated groups differ statistically significantly. The "p-values" are included for completeness but were ignored due to the use of a convenience sample rather than a random sample. In practice, the following values indicate statistically significant variations between mean and effect size: 0,2 has no practical significance, 0,5 has a medium level of practical significance, and 0,8 has a considerable level of practical significance. According to the effect size calculated in Table 32, the means of respondents between the ages of 25 and 30 and those between the ages of 31 and 40 are only practically insignificant (small effect), meaning that the information is not essential as the values are less than 0,2.

Table 32: T-test on the age groups

Group Statistics						
Age		N	Mean	Std. Deviation	Sig. (2-tailed)	Effect size
Sat_Intrinsic	25-30	101	2.1228	0.62143	0.122	0.21
	31-40	90	2.2778	0.74151		
Sat_Extrinsic	25-30	101	2.1361	0.61393	0.074	0.24
	31-40	90	2.3139	0.73802		
OrgCom_Affective	25-30	101	3.7100	0.82201	0.223	0.17
	31-40	90	3.5571	0.89792		
OrgCom_Continuance	25-30	101	2.9109	0.73674	0.018	0.34
	31-40	90	2.6489	0.77449		
OrgCom_Normative	25-30	101	4.0726	0.66809	0.440	0.11
	31-40	90	3.9926	0.75157		

Source: Compiled by author

Table 33 illustrates how the effect size of the job satisfaction scale and organisational commitment were derived between the age groups.

Table 33: Group statistics

Group Statistics						
Age		N	Mean	Std. Deviation	Std. Error Mean	Effect size
Sat_Intrinsic	25-30	101	2.1228	0.62143	0.06183	0.21
	31-40	90	2.2778	0.74151	0.07816	
Sat_Extrinsic	25-30	101	2.1361	0.61393	0.06109	0.24
	31-40	90	2.3139	0.73802	0.07779	
OrgCom_Affective	25-30	101	3.7100	0.82201	0.08179	0.17
	31-40	90	3.5571	0.89792	0.09465	
OrgCom_Continuance	25-30	101	2.9109	0.73674	0.07331	0.34
	31-40	90	2.6489	0.77449	0.08164	
OrgCom_Normative	25-30	101	4.0726	0.66809	0.06648	0.11
	31-40	90	3.9926	0.75157	0.07922	

Source: Compiled by author

Table 34 indicates the independent samples tests conducted, the Levene's test for equality of variances and the T-test for equality of means.

Table 34: Independent samples test

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval	
									Lower	Upper
Sat_Intrinsic	Equal variances assumed	3.519	0.062	-1.571	189	0.118	-0.15501	0.09866	-0.34962	0.03961
	Equal variances not assumed			-1.555	174.449	0.122	-0.15501	0.09966	-0.35171	0.04170
Sat_Extrinsic	Equal variances assumed	4.999	0.027	-1.816	189	0.071	-0.17775	0.09788	-0.37082	0.01532
	Equal variances not assumed			-1.797	173.788	0.074	-0.17775	0.09891	-0.37298	0.01747
OrgCom_Affective	Equal variances assumed	0.806	0.370	1.229	189	0.221	0.15290	0.12446	-0.09260	0.39840
	Equal variances not assumed			1.222	181.484	0.223	0.15290	0.12509	-0.09393	0.39973
OrgCom_Continuance	Equal variances assumed	0.899	0.344	2.395	189	0.018	0.26200	0.10940	0.04619	0.47781
	Equal variances not assumed			2.388	183.950	0.018	0.26200	0.10972	0.04553	0.47848
OrgCom_Normative	Equal variances assumed	1.172	0.280	0.779	189	0.437	0.08001	0.10272	-0.12261	0.28264
	Equal variances not assumed			0.774	179.329	0.440	0.08001	0.10342	-0.12406	0.28409

Source: Compiled by author

Table 35 indicates an effect size concerning employment status. The means of respondents between the employment status being full-time and part-time only has a practically insignificant (small) effect, meaning that the information is not essential as the values are less than 0,2.

Table 35: T-test on the employment status

Group Statistics						
EmpStatus_grouped		N	Mean	Std. Deviation	Sig. (2-tailed)	Effect size
Sat_Intrinsic	Full-time	157	2.2025	0.69013	0.765	0.05
	All other	34	2.1647	0.65961		
Sat_Extrinsic	Full-time	157	2.2174	0.67198	0.916	0.02
	All other	34	2.2316	0.72243		
OrgCom_Affective	Full-time	157	3.6187	0.89337	0.436	0.12
	All other	34	3.7269	0.68770		
OrgCom_Continuance	Full-time	157	2.7847	0.77709	0.912	0.02
	All other	34	2.8000	0.71181		
OrgCom_Normative	Full-time	157	4.0255	0.73408	0.648	0.07
	All other	34	4.0784	0.57915		

Source: Compiled by author

Table 36 illustrates how the effect size of the job satisfaction scale and organisational commitment were derived between employment statuses.

Table 36: Group statistics

Group Statistics						
EmpStatus_grouped		N	Mean	Std. Deviation	Std. Error Mean	Effect size
Sat_Intrinsic	Full-time	157	2.2025	0.69013	0.05508	0.05
	All other	34	2.1647	0.65961	0.11312	
Sat_Extrinsic	Full-time	157	2.2174	0.67198	0.05363	0.02
	All other	34	2.2316	0.72243	0.12390	
OrgCom_Affective	Full-time	157	3.6187	0.89337	0.07130	0.12
	All other	34	3.7269	0.68770	0.11794	
OrgCom_Continuance	Full-time	157	2.7847	0.77709	0.06202	0.02
	All other	34	2.8000	0.71181	0.12207	
OrgCom_Normative	Full-time	157	4.0255	0.73408	0.05859	0.07
	All other	34	4.0784	0.57915	0.09932	

Source: Compiled by author

Table 37 demonstrates the independent samples test. The test included Levene's test for equality of variances and the T-test for equality of means.

Table 37: Independent samples test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval	
									Lower	Upper
Sat_Intrinsic	Equal variances assumed	0.692	0.407	0.292	189	0.771	0.03784	0.12955	-0.21772	0.29340
	Equal variances not assumed			0.301	49.908	0.765	0.03784	0.12582	-0.21488	0.29057
Sat_Extrinsic	Equal variances assumed	0.001	0.977	-0.111	189	0.912	-0.01426	0.12883	-0.26839	0.23986
	Equal variances not assumed			-0.106	46.182	0.916	-0.01426	0.13500	-0.28598	0.25746
OrgCom_Affective	Equal variances assumed	6.179	0.014	-0.664	189	0.507	-0.10815	0.16287	-0.42942	0.21313
	Equal variances not assumed			-0.785	59.837	0.436	-0.10815	0.13782	-0.38384	0.16754
OrgCom_Continuance	Equal variances assumed	0.736	0.392	-0.105	189	0.916	-0.01529	0.14491	-0.30114	0.27057
	Equal variances not assumed			-0.112	51.508	0.912	-0.01529	0.13692	-0.29011	0.25953
OrgCom_Normative	Equal variances assumed	3.004	0.085	-0.395	189	0.694	-0.05295	0.13420	-0.31768	0.21177
	Equal variances not assumed			-0.459	58.461	0.648	-0.05295	0.11531	-0.28374	0.17783

Source: Compiled by author

ANOVA

Analysis of variance (ANOVA) is a statistical technique used to determine whether the means of two or more groups differ (Van Schalkwyk & Rothmann, 2010:1). The p-values are included for completeness but were not interpreted because a convenience sample was used rather than a random sample. The following values denote statistically significant differences between the mean and the effect size in practice. 0,2 has no practical significance, 0,5 medium, practically visible difference and 0,8 has a large practical significance difference. The table in the next section demonstrates the ANOVA of the difference between intrinsic and extrinsic job satisfaction and affective, continuance and normative commitment for all the demographic questions. The p-values are reported for the sake of completeness but were not interpreted since a convenience sample instead of a random sample.

Table 38 indicates the following results for the ANOVA difference between job satisfaction and organisational commitment levels. The effect size and mean results show that the table indicates practically insignificant differences in the means of the gender groupings when it comes to intrinsic job satisfaction. Extrinsic job satisfaction shows practically insignificant differences when it comes to gender groups. Both intrinsic and extrinsic has a small effect size of less than 0,2.

When assessing the organisational commitment: affective commitment scale, there are practically noticeable (medium effect) differences ($d=0,63$ and $d=0,54$) and practically significant differences (large effect) ($d=1,21$) between the different gender groups. The female respondents were undecided on average (mean=3,23; SD=0,83), but the male and LGBT groups disagreed on average (mean=3,77; SD=0,86 and mean=4,23; SD=0,39 respectively).

When assessing the organisational commitment: continuance commitment scale, there are practically noticeable (medium effect) differences ($d=0,46$ and $d=0,57$) and practically significant differences (large effect): ($d=1,22$) between the different gender groups. The female respondents were undecided on average (mean=2,48; SD=0,67), but the male

and LGBT groups disagreed on average (mean=2,85; SD=0,80 and mean=3,31; SD=0,56 respectively).

When assessing the organisational commitment: normative commitment scale, there are practically insignificant (small effect) differences (d=0,37 and d=0,38) and practically significant (medium effect) differences (d=0,74) between the different gender groups. The female respondents were undecided on average (mean=3,82; SD=0,76), but the male and LGBT groups disagreed on average (Male: mean=4,10; SD=0,71. LGBT: mean=4,37; SD=0,35 respectively).

Table 38: ANOVA of gender

		Descriptives					Effect size	
		N	Mean	Std. Deviation	ANOVA Sig.	Welch Sig.	Woman with...	Man with...
Sat_Intrinsic	Woman	80	2.2425	0.72684	0.4972	0.493		
	Man	72	2.1153	0.58854			0.18	
	LGBT	38	2.1842	0.64621			0.08	0.11
	Total	190	2.1826	0.66026				
Sat_Extrinsic	Woman	80	2.3344	0.75859	0.0858	0.108		
	Man	72	2.1163	0.57083			0.29	
	LGBT	38	2.1217	0.58737			0.28	0.01
	Total	190	2.2092	0.66479				
OrgCom_Affective	Woman	80	3.2321	0.82751	0.0001	0.0001		
	Man	72	3.7718	0.86171			0.63	
	LGBT	38	4.2331	0.39077			1.21	0.54
	Total	190	3.6368	0.86186				
OrgCom_Continuance	Woman	80	2.4825	0.67257	0.0001	0.0001		
	Man	72	2.8500	0.80053			0.46	
	LGBT	38	3.3053	0.56327			1.22	0.57
	Total	190	2.7863	0.76596				
OrgCom_Normative	Woman	80	3.8188	0.75622	0.0001	0.0001		
	Man	72	4.1019	0.71730			0.37	
	LGBT	38	4.3772	0.35659			0.74	0.38
	Total	190	4.0377	0.70869				

*p-value can't be 0.000, indicated as p<0.0001

Source: Compiled by author

Table 39 shows the p-values between and with the gender group. The p-values are not discussed because a convenience sample was used rather than a random sample. They are shown on the table for completeness.

Table 39: P-values

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Sat_Intrinsic	Between	0.613	2	0.307	0.701	0.497
	Within	81.779	187	0.437		
	Total	82.393	189			
Sat_Extrinsic	Between	2.165	2	1.083	2.489	0.086
	Within	81.362	187	0.435		
	Total	83.528	189			
OrgCom_Affective	Between	27.924	2	13.962	23.214	0.000
	Within	112.468	187	0.601		
	Total	140.391	189			
OrgCom_Continuance	Between	17.910	2	8.955	18.011	0.000
	Within	92.974	187	0.497		
	Total	110.884	189			
OrgCom_Normative	Between	8.511	2	4.256	9.209	0.000
	Within	86.413	187	0.462		
	Total	94.924	189			
*p-value can't be 0.000, indicated as p<0.0001						

Source: Compiled by author

Table 40 indicates the robust test of equality of means and the Welch of the study.

Table 40: Robust test of equality of means

Robust Tests of Equality of Means					
		^a	df1	df2	Sig.
Sat_Intrinsic	Welch	0.713	2	99.260	0.493
Sat_Extrinsic	Welch	2.276	2	102.244	0.108
OrgCom_Affective	Welch	40.375	2	123.210	0.000
OrgCom_Continuance	Welch	24.071	2	106.660	0.000
OrgCom_Normative	Welch	15.277	2	122.922	0.000
a. Asymptotically F distributed.					
*p-value can't be 0.000, indicated as p<0.0001					

Source: Compiled by author

Table 41 indicates the following results for the ANOVA difference between job satisfaction and organisational commitment levels. The effect size and mean results show that when it comes to intrinsic job satisfaction, the table indicates practically insignificant (small effect) differences in the means of the marital status groupings. Extrinsic job satisfaction shows practically insignificant (small effect) differences when it comes to marital status groups. Both intrinsic and extrinsic has a small effect size of less than 0,2.

When assessing the organisational commitment: affective commitment scale, practically insignificant (small effect) differences on married individuals ($d=0,09$) and practically significant differences ($d=0,80$) and practically significant differences (large effect) ($d=0,84$) between the different marital status groups. The single and married respondents were undecided on average (Single: mean=3,51; SD=0,81. Married: mean=3,42; SD=0,95) respectively, and other groups agreed on average (mean=4,19; SD=0,53,).

When assessing the organisational commitment: continuance commitment scale, there are practically significant (small and medium effect) differences ($d=0,28$ and $d=0,54$) and practically differences (large effect) ($d=0,90$) between the different marital status groups. The single and married respondents disagreed on average (Single: mean=2,57; SD=0,70. Married: mean=2,79; SD=0,77) respectively, and other groups were undecided on average (mean=3,21; SD=0,69).

When assessing the organisational commitment: normative commitment scale, there are practically insignificant and practically significant differences ($d=0,05$ and $d=0,64$) and practically significant differences (large effect) ($d=0,75$) between the different marital status groups. The single and married respondents were undecided on average (Single: mean=3,90; SD=0,71. Married: mean=3,94; SD=0,77) respectively, and other groups agreed on average (mean=4,43; SD=0,40).

Table 41: ANOVA of marital status

		N	Mean	Std. Deviation	ANOVA Sig.	Welch Sig.	Effect size	
							Single with...	Married with..
Sat_Intrinsic	Single	88	2.2670	0.78663	0.355	0.367		
	Married	60	2.1667	0.55713			0.13	
	All other	43	2.0907	0.60899			0.22	0.12
	Total	191	2.1958	0.68325				
Sat_Extrinsic	Single	88	2.2500	0.74592	0.638	0.581		
	Married	60	2.2375	0.64592			0.02	
	All other	43	2.1337	0.58210			0.16	0.16
	Total	191	2.2199	0.67928				
OrgCom_Affective	Single	88	3.5114	0.81181	0.0001	0.0001		
	Married	60	3.4262	0.95470			0.09	
	All other	43	4.1927	0.53442			0.84	0.80
	Total	191	3.6380	0.85974				
OrgCom_Continuance	Single	88	2.5750	0.70845	0.0001	0.0001		
	Married	60	2.7933	0.77238			0.28	
	All other	43	3.2140	0.69474			0.90	0.54
	Total	191	2.7874	0.76410				
OrgCom_Normative	Single	88	3.9015	0.71100	0.0001	0.0001		
	Married	60	3.9417	0.77254			0.05	
	All other	43	4.4380	0.40666			0.75	0.64
	Total	191	4.0349	0.70789				

Source: Compiled by author

Table 42: ANOVA within and between groups

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Sat_Intrinsic	Between	0.973	2	0.486	1.042	0.355
	Within	87.724	188	0.467		
	Total	88.697	190			
Sat_Extrinsic	Between	0.418	2	0.209	0.450	0.638
	Within	87.253	188	0.464		
	Total	87.671	190			
OrgCom_Affective	Between	17.333	2	8.667	13.235	0.000
	Within	123.106	188	0.655		
	Total	140.439	190			
OrgCom_Continuance	Between	11.796	2	5.898	11.185	0.000
	Within	99.134	188	0.527		
	Total	110.930	190			
OrgCom_Normative	Between	9.074	2	4.537	9.902	0.000
	Within	86.138	188	0.458		
	Total	95.212	190			
*p-value can't be 0.000, indicated as p<0.0001						

Source: Compiled by author

Table 43: Robust tests of equality of means

Robust Tests of Equality of Means					
		^a	df1	df2	Sig.
Sat_Intrinsic	Welch	1.012	2	110.715	0.367
Sat_Extrinsic	Welch	0.546	2	111.709	0.581
OrgCom_Affective	Welch	21.621	2	114.470	0.000
OrgCom_Continuance	Welch	11.982	2	104.150	0.000
OrgCom_Normative	Welch	18.129	2	117.559	0.000

Source: Compiled by author

Table 44 indicates the following results for the ANOVA difference between job satisfaction and organisational commitment levels. The effect size and mean results show that the table indicates practically insignificant differences in the means of the gender groupings when it comes to intrinsic job satisfaction. Extrinsic job satisfaction shows practically insignificant differences when it comes to the highest qualifications groups. Both intrinsic and extrinsic has a small effect size of less than 0,2.

When assessing the organisational commitment: affective commitment scale, practically insignificant differences ($d=0,28$ and $d=0,11$) and practically insignificant differences (small effect) ($d=0,20$) between the different highest qualifications groups. Matric and diploma were undecided on average (mean=3,42; SD=1,14), but degree and postgraduate groups disagreed on average (Degree: mean=3,74; SD=0,67. Postgraduate: mean=3,66; SD=0,82 respectively).

When assessing the organisational commitment: continuance commitment scale, practically insignificant differences (small effect) ($d=0,01$ and $d=0,11$) and $d=0,10$) between the different highest qualifications groups. Matric and diploma were undecided on average (mean=2,82; SD=0,90), but degree and postgraduate groups disagreed on average (Degree: mean=2,81; SD=0,74. Postgraduate: mean=2,73; SD=0,70 respectively).

When assessing the organisational commitment: normative commitment scale, there are practically insignificant (small effect) differences ($d=0,36$ and $d=0,12$) and are practically insignificant (small effect) differences ($d=0,28$) between the different highest qualifications groups. Matric and diploma were undecided on average (mean=3,78; SD=1,00), but degree and postgraduate groups disagreed on average (Degree: mean=4,14; SD=0,54. Postgraduate: mean=4,04; SD=0,70 respectively).

Table 44: ANOVA of highest qualifications

		Descriptives					Effect size	
		N	Mean	Std. Deviation	ANOVA Sig.	Welch Sig.	Matric & Diploma with...	Degree with...
Sat_Intrinsic	Matric and	42	2.3095	0.70289	0.039	0.026		
	Degree	77	2.0390	0.52041			0.38	
	PostGrad	71	2.2831	0.78975			0.03	0.31
	Total	190	2.1900	0.68030				
Sat_Extrinsic	Matric and	42	2.4018	0.71062	0.007	0.004		
	Degree	77	2.0357	0.49498			0.52	
	PostGrad	71	2.3011	0.78620			0.13	0.34
	Total	190	2.2158	0.67870				
OrgCom_Affective	Matric and	42	3.4286	1.14503	0.146	0.245		
	Degree	77	3.7495	0.67412			0.28	
	PostGrad	71	3.6600	0.82362			0.20	0.11
	Total	190	3.6451	0.85635				
OrgCom_Continuance	Matric and	42	2.8286	0.90588	0.766	0.756		
	Degree	77	2.8182	0.74139			0.01	
	PostGrad	71	2.7380	0.70556			0.10	0.11
	Total	190	2.7905	0.76492				
OrgCom_Normative	Matric and	42	3.7897	1.00612	0.024	0.103		
	Degree	77	4.1494	0.54851			0.36	
	PostGrad	71	4.0751	0.60145			0.28	0.12
	Total	190	4.0421	0.70272				

Source: Compiled by author

3.4 DISCUSSION

The results reported above was reviewed considering the chapter’s research questions and the literature evaluation done in Chapter 2. The research findings helped to understand whether workplace qualities affect millennials’ organisational commitment, whether workplace traits entice millennials, and whether businesses’ hiring processes should be modified to attract and retain millennial talent.

Respondent demographics

A total of 222 participants responded to the survey, with only 191 meeting the study’s inclusion criteria and completing the survey in its entirety presented in Table 1 below. The 31 responses were excluded because the participants were not employed in Gauteng province and were not born between 1981 and 1996. The 31 exclusions are reported for completeness. However, none of the participants completed the survey because a rule was built to restrict participants from continuing if they were not working in Gauteng. Their

ages also fall outside of the millennial definition. 52,9% of the respondents were between the ages of 25-30 years, and 47,1% were between the ages of 31-40 years; this was an almost equal split between the age groups. 41,9% of the respondents were woman, 37,7% were men, and 20,4% of the respondents fell under LGBT.

The results indicated that most of the respondents were single (46,1%), 31,4% were married, 13,1% were separated, only 5,2% were divorced and 4,2% were widowed. The results also indicated that the respondents were highly educated, with their highest qualification level being degree and postgraduate qualification, respectively. They were followed by 13,7% of respondents with a diploma and 8,4% with Grade 12. Finally, 82,2% of the respondents were employed full-time, while only 11% were employed part-time and 6,8% were contract workers.

The primary research question:

- **Does workplace characteristics influence millennials' organisational commitment?**

Table 45 represents the summary of how participants, on average, answered each question. Considering the job satisfaction questions, the lowest mean was reported for Satisfaction 1, reflecting on "ability utilisation" (mean=1,77; SD=0,94), indicating that respondents are very satisfied with the chance to use their abilities. The highest mean was reported for Satisfaction 5 which reflects on "authority" (mean=2,37; SD=1,11), indicating that respondents, on average, are also very satisfied with the chance to direct others. This reflects that respondent, on average, were satisfied by the workplace characteristics outlined on the MSQ. This answers the above primary research question with a "Yes", workplace characteristics so influence the respondents.

Table 45: Mean and standard deviation of job MSQ

		Frequencies and Descriptive statistics						
No	Statement	% Extremely Satisfied	% Very Satisfied	% Satisfied	% Somewhat Satisfied	% Not Satisfied	Mean	Standard Deviation
Satisfaction1	Ability utilisation: the chance to use my abilities.	49.2	30.9	15.2	2.6	2.1	1.77	0.944
Satisfaction2	Achievement: feelings of accomplishment	17.8	46.6	26.2	5.2	4.2	2.31	0.966
Satisfaction3	Activity: being able to stay busy on the job.	26.7	47.1	17.3	6.8	2.1	2.10	0.946
Satisfaction4	Advancement: the opportunity to advance.	22.5	42.4	22.5	8.4	4.2	2.29	1.040
Satisfaction5	Authority: the chance to direct others.	21.5	41.4	23.6	6.3	7.3	2.37	1.111
Satisfaction6	Company: satisfaction with company policies.	22.5	43.5	19.4	11.0	3.7	2.30	1.051
Satisfaction7	Compensation: pay for the work done.	27.2	33.0	25.7	8.9	5.2	2.32	1.123
Satisfaction8	Creativity: the chance to try own work methods.	27.2	37.7	22.5	8.4	4.2	2.25	1.075
Satisfaction9	Independence: the opportunity to work alone.	24.6	40.3	25.7	4.2	5.2	2.25	1.041
Satisfaction10	Moral values: not having to violate conscience at work.	30.4	35.6	26.7	4.7	2.6	2.14	0.991
Satisfaction11	Recognition: praise received from work done.	25.7	41.9	24.1	4.2	4.2	2.19	1.005
Satisfaction12	Responsibility: freedom to use own judgment.	24.6	45.5	20.9	5.2	3.7	2.18	0.984
Satisfaction13	Security: steady employment of the job.	24.1	41.9	24.1	6.3	3.7	2.24	1.006
Satisfaction14	Work-Life Balance: the chance to balance personal life and work.	29.3	35.6	21.5	7.9	5.8	2.25	1.133
Satisfaction15	Social responsibility: the organisation is making a difference in the community.	25.1	42.9	21.5	8.9	1.6	2.19	0.966
Satisfaction16	Technology: the chance to use advanced techs and social media.	25.1	41.9	25.7	5.2	2.1	2.17	0.938
Satisfaction17	environment.	27.7	40.8	21.5	7.9	2.1	2.16	0.988

Source: Compiled by author

The secondary research questions are:

- **Which workplace characteristics attract millennials' commitment?**

Table 45 indicates that the mean for all the questions averaged at 2,20, meaning that the respondents were very satisfied with the workplace characteristics. One would agree, as Heizman (2019:78) states, a “win-win situation for organisations and their employees” may be created by paying attention to characteristics including opportunities for progress, opportunities for self-management career paths, employee growth, the ability to execute the demanding job, technology, work-life balance and social responsibility.

The above statement is supported by the previous research discussed below:

According to a recent study done by Bellido (2020:1) sustainability initiatives in the workplace substantially impact the amount of organisational committed millennials. Millennials, according to Bellido (2020:35-36), are more likely than older generations to

be influenced by corporate social responsibility because they place a more significant emphasis on intrinsic (e.g., values, ethics, morality) rather than extrinsic (e.g., salary and benefits) motivations. One possible explanation is that millennials prioritise aligning their values with those of their workplaces and the broader community (Valentine & Godkin, 2016:1). As a result, millennials' sense of purpose in their job is expected to rise, leading to increased corporate loyalty, satisfaction, and organisational commitment.

- **Should employers tailor their practices to retain millennial talent?**

According to the findings, employers should look at their practices; where feasible, they should try to meet the millennial employees halfway.

According to past research, there is little consensus on the characteristics of the workplace that are most significant to the millennial generation and the characteristics of the workplace that have the most critical influence on the commitment of the company. Apart from that, past studies have focused more on the personal traits of millennial generation workers than their work environments and how those work environments influence commitment to organisations. For example, according to Heizman (2019:34), the millennial generation worker has, but is not limited to, higher levels of narcissism and anxiety and higher self-esteem, higher levels of depression, and a lower need for social approval. Organisational commitment was not examined as a result. It's important to note that this study did not analyse the qualities and preconceptions associated with millennial workers. Still, employers may want to consider these when building retention tactics.

Table 46 indicates that considering the organisational questions, the lowest mean was reported for OrgCommitment24 which reflects on "I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore." The results (mean=1,76; SD=1,08) indicate that respondents on average agree with the statements. The highest mean was reported for OrgCommitment 24, reflecting on "I would be very happy to spend the rest of my career with this organisation." The results (mean=4,17; SD=1,28) indicate that respondents on average have also disagreed with the statement. This reflects that respondent (millennials), on average, are not willing to commit to their organisations.

Table 46: Mean and standard deviation OCQ

		Frequencies and Descriptive statistics						
No	Statement	%Strongly Agree	%Agree	% Undecided	% Disagree	%Strongly Disagree	Mean	Standard Deviation
OrgCommitment1	I would be very happy to spend the rest of my career with this organization.	7.3	8.4	5.2	17.8	61.3	4.17	1.280
OrgCommitment2	I enjoy discussing my organization with people outside of it	33.5	50.3	5.8	7.9	2.6	1.96	0.972
OrgCommitment3	I really feel as if this organization's problems are my own.	5.8	17.8	9.4	45.5	21.5	3.59	1.175
OrgCommitment4	I think I could easily become attached to another organization as I am to this one.	33.5	38.2	14.7	11.5	2.1	2.10	1.061
OrgCommitment5	I do not feel like "part of the family" in my organization.	9.9	31.9	19.4	27.7	11.0	2.98	1.201
OrgCommitment6	I do not feel "emotionally" attached to this organization.	39.8	34.6	4.2	16.2	5.2	2.13	1.246
OrgCommitment7	This organization has a great deal of personal meaning to me.	11.0	22.5	6.8	25.7	34.0	3.49	1.432
OrgCommitment8	I do not feel a strong sense of belonging in this organization.	28.3	42.9	5.8	18.3	4.7	2.28	1.194
OrgCommitment9	I'm not afraid of what might happen if I quit my current position without having another position lined up.	21.5	51.3	3.7	12.6	11.0	2.40	1.261
OrgCommitment10	It will be very hard for me to leave my job right now, even if I wanted to. .	12.0	25.7	3.7	31.4	27.2	3.36	1.422
OrgCommitment11	Too much in my life would be disrupted if I decided I want to leave my job now.	16.8	23.6	5.2	29.3	25.1	3.23	1.471
OrgCommitment12	It wouldn't be too costly for me to leave my job now.	35.6	38.2	3.7	15.2	7.3	2.20	1.275
OrgCommitment13	Right now, staying with this organization is a matter of necessity as much as desire.	26.7	51.8	3.7	13.1	4.7	2.17	1.108
OrgCommitment14	I feel I have few options to consider before leaving this organization.	14.1	35.1	3.1	22.5	25.1	3.09	1.466
OrgCommitment15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	41.9	36.1	3.7	13.1	5.2	2.04	1.207
OrgCommitment16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here.	22.5	62.3	4.2	6.3	4.7	2.08	0.970
OrgCommitment17	I think that people these days move from job to job too often.	36.1	44.0	8.9	9.4	1.6	1.96	0.986
OrgCommitment18	I do not believe that a person must always be loyal to his or her organization.	27.2	51.3	6.3	10.5	4.7	2.14	1.079
OrgCommitment19	Jumping from job to job does not seem unethical at all to me.	35.6	44.5	7.3	10.5	2.1	1.99	1.021
OrgCommitment20	One of the major reasons I continue to work for this organization is that I believe commitment is important and therefore feel a sense of moral obligation to remain.	5.8	12.6	4.2	25.7	51.8	4.05	1.260
OrgCommitment21	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	6.3	5.8	4.2	39.8	44.0	4.09	1.129
OrgCommitment22	I was taught to believe in the value of remaining loyal to one organization.	2.6	9.4	5.2	53.4	29.3	3.97	0.981
OrgCommitment23	Things were better in the days when people stayed with one organization most of their lives.	2.1	3.7	11.0	50.8	32.5	4.08	0.876
OrgCommitment24	I do not think that wanting to be a "company man" or "company woman" is sensible anymore.	54.5	28.8	6.8	5.8	4.2	1.76	1.082

Source: Compiled by author

Table 47 summarises the results of the job satisfaction questionnaire according to the Herzberg two-factor theory being intrinsic and extrinsic job satisfaction scales, and it further summarises the organisational commitments dimensions being affective, continuance and normative organisational commitment.

It is essential to consider the individual and organisational elements that influence organisational commitment when determining what affects it. According to Bellido (2020:35-38), organisational commitment is linked to job satisfaction, intrinsic motivation and positive organisational citizenship behaviours. Bellido and colleagues found a link between low organisational commitment and these symptoms regarding employee absence, turnover, burnout, and depersonalisation. Improved organisational commitment is linked to increased perceptions of support and possibilities for advancement in the workplace, according to Heizman (2019:38). There is a greater possibility of strong organisational commitment if there are more opportunities for intrinsic and extrinsic motivators to be supported by the organisation.

Table 47: Summary of MSQ and OCQ means and standard deviations

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Deviation	
Sat_Intrinsic	191	1.20	4.70	2.1958	0.68325	
Sat_Extrinsic	191	1.13	4.50	2.2199	0.67928	
OrgCom_Affective	191	1.00	5.00	3.6380	0.85974	
OrgCom_Continuan	191	1.00	5.00	2.7874	0.76410	
OrgCom_Normative	191	1.00	5.00	4.0349	0.70789	
Valid N (listwise)	191					

Source: Compiled by author

3.5 CONCLUSION

Chapter 3 started by outlining the data analysis and discussing each section of the questionnaire. Demographic questions were discussed first, followed by the satisfaction data collected, and lastly, the organisational commitment data collected were analysed. The results were further linked to the problem statement and research questions in the last section of the discussion chapter. The next chapter discusses the implications, recommendations, limitations and suggestions for future study and then the chapter was concluded.

CHAPTER 4: IMPLICATIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

This study aimed to engage with millennials, examine the work traits that influence their decision to stay in their current organisations and provide the organisations with a strategy for addressing millennials' retention issues. It is critical to consider how the millennial worker's characteristics influence their commitment to an organisation for talent retention. To accomplish this, the research questions that guided the study were:

- Do workplace characteristics affect millennials' organisational commitment?
- Which characteristics of the workplace entice millennials?
- Should employers modify their hiring practices to attract and retain millennial talent?

This chapter discusses the study's results and finding implications, recommendations, limitations and suggestions for future research and then the chapter was concluded.

4.2 IMPLICATIONS

The millennial generation is more likely than previous generations to choose a company based on its principles, policies and behaviour. Millennials may reject a company if their personal values are not aligned with those of the organisation. Consequently, employers should be interested in learning more about what drives their job choices and where they work. A better understanding of the link between workplace characteristics and organisational commitment can positively impact both individual workers and their employers. Understanding workplace elements that influence organisational commitment helps companies reduce turnover, increase employee engagement, and provide employers with a better chance of developing future leaders. Building a solid and favourable corporate reputation helps the company achieve a competitive edge and contribute to a more ethical business climate.

4.3 LIMITATIONS

Participant industry was not collected, and it may be likely that participants worked in comparable sectors that limit the generalisability of the results across various organisational settings based on this information. Because this sample was not representative of millennials in other industries, there was no reason to believe that this group was any different from the rest. According to Heizman (2019), there is minimal consensus on which birthday ranges constitute a generation. A lack of agreement on when a generational cohort began and ended, resulting in a lack of consistency in the research population. I assumed that birthdates between 1981 and 1996 would be important. However, this may limit the generalisability or comparability of results to previous studies. Thus, the applicability of the findings was confined to this period.

4.4 FUTURE RESEARCH

To begin, conducting similar quantitative analysis on a department-by-department basis may illuminate whether correlations and predictions exist and vary among departments. This indicates the possibility that different job roles and responsibilities could have a relationship between the independent variables explored below, giving managers helpful insight into target functional job roles and departments. The second piece of advice is to broaden the population to include both millennials and managers to understand both perspectives better and validate the tactics. The other suggestion would be to research how long millennials are willing to remain in an organisation.

4.5 CONCLUSION AND RECOMMENDATIONS

The following study objectives were achieved by this study:

This study's initial goal was to see if workplace characteristics have an impact on millennials' commitment to their organisations. This objective was achieved, with reference to the results achieved in Chapter 3. The MSQ was used to determine if workplace characteristics had an impact on millennials. The highest scale was 2 and the

average mean was 2,20, meaning almost all participants agreed that workplace characteristics play a role in their organisational commitment.

The second objective of this study was to determine which workplace attributes influence millennials' commitment. The results indicated the highest trait– “ability utilisation: the chance to use my ability” – with a mean average of 1,77. This means that the participants are extremely satisfied with that feature. This was followed by social responsibility, technology, recognition, moral values, and staying busy at work as the second highest traits that the participants were very satisfied with, averaging 2,19.

The third purpose of the study was to identify whether or not organisations should adapt their operations to accommodate millennials or meet the needs of their employers in the middle. There is a correlation between possibilities for employee growth, intricate work, self-managed career routes and prospects for advancement and organisational commitment of the millennial generation, as found in this study.

4.6 CONCLUSION

The study met its objective by answering all the research questions that the researcher stipulated. The workplace characteristics influence the millennial's commitment to an organisation. Suppose the employer represents the characteristics that millennials are looking for. In that case, there is a high chance of them committing to that organisation for a long term, and that organisation would have retained the individual's talent or skill. This study also suggests that ideal workplace traits may attract and keep millennials. According to these findings, companies should keep an eye out for these characteristics to keep more millennial generation workers.

REFERENCE LIST

- Alshathry, S., Clarke, M. & Goodman, S. 2016. Antecedents and consequences of employer brand equity: toward a conceptual framework. In: Campbell, C. & Ma, J.J. *Looking forward, looking back: drawing on the past to shape the future of marketing*. Cham: Springer. pp. 865-865. *Proceedings of the 2013 World Marketing Congress*.
- Anderson, R.L., Dahlquist, S.H. & Garver, M.S. 2018. Millennials' purchasing response to CSR behaviour. *Marketing Management Journal*, 28(1):14-29.
- Arasanmi, C.N. 2019. Employer branding: perceived organisational support and employee retention-the mediating role of organisational commitment. *Industrial and Commercial Training*, 51(3):174-183. doi: [10.1108/ICT-10-2018-0086](https://doi.org/10.1108/ICT-10-2018-0086)
- Baiyun, G., Ramkissoon, A., Greenwood, R. & Hoyte, D.S. 2018. The generation for change: millennials, their career orientation, and role innovation. *Journal of Managerial Issues*, 30(1):82-96. <http://www.pittstate.edu/>
- Barnham, C. 2015. Quantitative and qualitative research. *International Journal of Market Research*, 57(6):837-854.
- Baron-Williamson, M. 2018. Dos and don'ts of hiring in the age of Millennials. *HR Future*, 2018(7):22-23.
- Bellido, M.C. 2020. *A quantitative study evaluating the degree to which organizational commitment, organizational support, and job satisfaction may be predictive of turnover intentions among millennial employees of insurance companies in the Southeastern United States*. Saint Leo, FL: Saint Leo University. (Thesis - DBA.)
- Buzza, J.S. 2017. Are you living to work or working to live? What millennials want in the workplace. *Journal of Human Resources Management and Labor Studies*, 2(5):15-20. <https://doi.org/10.15640/jhrmls.v5n2a3>

Calk, R. & Patrick, A. 2017. Millennials through the looking glass: workplace motivating factors. *The Journal of Business Inquiry*, 2(16):131-139.

Campione, W.A. 2015. Corporate offerings: why aren't millennials staying? *Journal of Applied Business and Economics*, 14(7):60-75.

Carney, G. 2019. *Retention, motivation and burnout amongst millennials: an investigation into whether these factors differ amongst permanent employees and contingent employees. A qualitative study*. Dublin: National College of Ireland. (Dissertation - MA.)

Cohen, J. 1988. *Statistical power analysis for the behavioral sciences*. 2nd ed. Hillside, NJ: Erlbaum.

Colquitt, A., LePine, J., Jeffery, A. & Wesson, J.M. 2017. *Organisational behavior*. 5th ed. New York: McGraw-Hill Education.

Črešnar, R. & Jevšenak, S. 2019. The millennials' effect: how can their personal values shape the future business environment of industry 4.0? *Our Economy*, 65(1):57-65.

Creswell, J.W. 2003. Research design. In: Creswell, J.W. & Creswell, J.D. *Research design: qualitative, quantitative, and mixed methods approaches*. Thousand Oaks, CA: Sage.

Deloitte. 2019. The 2019 Deloitte global millennial survey 2019: optimism, trust reach troubling low levels. <https://www2.deloitte.com/za/en/pages/about-deloitte/articles/millennialsurvey.html>. Date of access: 16 Nov. 2021.

Devece, C., Palacios-Marques, D. & Alguacil, M.P. 2016. Organisational commitment and its effects on organisational citizenship behaviour in a high high-unemployment environment. *Journal of Business Research*, 69(5):1857-1861.

Dimock, M. 2019. Defining generations: where Millennials end and Generation Z begins. *Pew Research Center* 17(1):1-7.

Dokadia, A., Rai, S. & Chawla, D. 2015. Multi-generational differences in work attributes & motivation: an empirical study. *The Indian Journal of Industrial Relations*, 51(1):81-96.

Fogarty, T.J., Reinstein, A. & Heath, R.S. 2017. Are today's young accountants different? An integrational comparison of three psychological attributes. *Accounting Horizons*, 31(2):83-104. doi: [10.2308/acch-51655](https://doi.org/10.2308/acch-51655)

Franca, V. & Pahor, M. 2012. The strength of the employer brand: influences and implications for recruiting. *Journal of Marketing & Management*, 3(1):78-122.

Frankel, L. 2016. Employee retention: seven common-sense ways to keep your star millennials. *Employment Relations Today*, 42(4):49-56.

Fries, L. 2017. Beyond recruiting: how to retain millennials. *The Business Journals*, 30 May.

Fry, M. 2018. *Millennials are the largest generation in the U.S. labor force*. Washington, DC: Pew Research Center.

Galdames, S. & Guihen, L. 2020. Millennials and leadership: a systematic literature review. *Total Quality Management & Business Excellence*. doi: [10.1080/14783363.2020.1812380](https://doi.org/10.1080/14783363.2020.1812380)

Gomes, D. & Neves, J. 2011. Organizational attractiveness and prospective applicants' intentions to apply. *Personnel Review*, 40(6):684-699.

Harrison, M., Mercier, R., Pika, J. & Chopra, N. 2017. Four ways to attract and develop millennials. *Journal of Government Financial Management*, 66(4):18-23.
<https://www.agacgfm.org/>

Heizman, K.E. 2019. *The effect of workplace characteristics on millennial worker organizational commitment*. Minneapolis, MN: Walden University. (Thesis - PhD.)

Hoffman, B. 2018. Why millennials quit. *Journal of Property Management*, 83(3):42-44.
<https://www.irem.org/>

Holmberg-Wright, K., Hribar, T. & Tsegai, J.D. 2017. More than money: business strategies to engage millennials. *Business Education Innovation Journal*, 9(2):14-23.
<http://www.beijournal.com/>

Jenkins, R. 2018. This is why millennials care so much about work-life balance. [Online] Available: <https://www.inc.com/ryan-jenkins/this-is-what-millennials-value-most-in-a-job-why.html>. Date of access: 17 Jun. 2021.

Klimkiewicz, K. & Oltra, V. 2017. Does CSR enhance employer attractiveness? The role of millennial job seekers' attitudes. *Corporate Social Responsibility & Environmental Management*, 24(5):449-463. doi: [10.1002/csr.1419](https://doi.org/10.1002/csr.1419)

Kultalahti, S. & Viitala, R. 2015. Generation Y: challenging clients for HRM? *Journal of Managerial Psychology*, 1(30):101-114.

Kumari, S. & Saini, G.K. 2018. Do instrumental and symbolic factors interact in influencing employer attractiveness and job pursuit intention? *Career Development International*, 23(4):444-462. <https://doi.org/10.1108/CDI-03-2018-0069>

Landrum, S. 2017. Millennials are leading a revolution in corporate volunteering efforts. *Forbes*, 14 July.

Louw, T. & Steyn, R. 2021. Workplace engagement of South African Millennials: a non-issue? *Journal for Transdisciplinary Research in Southern Africa*, 17(1), a938.
<https://doi.org/10.4102/td.v17i1.938>

- Maiers, M. 2017. Our future in the hands of millennials. *Journal of the Canadian Chiropractic Association*, 61(3):212-217.
- Martins N. & Martins, E.C. 2014. Perceptions of age generations regarding employee satisfaction in a South African organisation. *Mediterranean Journal of Social Sciences*, 5(21):129-140.
- Miglia, J.N. 2018. Call me anything you want ... just don't call me a millennial. *Journal of Financial Service Professionals*, 72(4):24-29. <https://national.societyoffsp.org/>
- Naim, M.F. & Lenka, U. 2018. Development and retention of Generation Y employees: a conceptual framework. *Employee Relations*, 40(2):433-455.
- Naude, M. & Mohr, A. 2016: Use technology to engage Millennials. *HR Future*, 2016(5):41.
- Özçelik, G. 2015. Engagement and retention of the millennial generation in the workplace through internal branding. *International Journal of Business and Management*, 3(10):99-107. <http://dx.doi.org/10.5539/ijbm.v10n3p99>
- Pollock, S. 2018. Why you should be offering frequent performance feedback. *HR Daily Advisor*, 7 February.
- Ramli, Y. & Soelton, M. 2019. The millennial workforce: how do they commit to the organisation? *International Journal of Business, Economics and Law*, 19(5):7-18.
- Regan, R. 2017. Tolerance and inclusion. *Economic Development Journal*, 16(3):12-18. <https://www.iedconline.org/>
- Rivers, D. 2018. *A grounded theory of millennials job-hopping*. Minneapolis, MN: Walden University. (Thesis - PhD.)

Saeed, M.E.A., Muslim, N.A., Abd Rahim, A.H., Rasli, M.A.M., Ghani, F.A. & Redzuan, N.A.Z.A. 2018. Millennials motivation factors and job retention: an evidence from oil and gas company in Malaysia. *Global Business & Management Research*, 10(3):761-767.

Saunders, M. & Lewis, P. 2012. *Doing research in business & management: an essential guide to planning your project*. Harlow: Pearson Education.

Schwantes, M. 2016. Want to look attractive to millennials? Offer this 1 company perk. [Online] Available: <https://www.inc.com/marcelschwantes/want-to-look-attractive-to-millennials-you-have-to-offer-thiscompany-perk.html>. Date of access: 17 Jun. 2021.

Simmons, A. 2016. *Exploring millennial retention strategies and methods in the workplace*. Minneapolis, MN: College of Management and Technology. Walden University: (Thesis - PhD.)

Slavković, M., Pavlović, G. & Simić, M. 2018. Employee recruitment and its relationship with employee satisfaction: verifying the mediating role of the employer brand. *Ekonomski horizonti*, 20(2):127-139.

Srivastava, M. & Poulami, B. 2016. Understanding Gen Y: the motivations, values, and beliefs. *Journal of Management Research*, 16(3):148-164. <http://www.macrothink.org/>

Stats SA (Statistics South Africa). 2018. *Mid-year population estimates 2018*. Pretoria: Department of Statistics. <http://www.statssa.gov.za/?p=11341>

Steyn, H.S. 1999. *Praktiese betekenisvolheid: die gebruik van effekgroottes*. Potchefstroom: PU vir CHO. Wetenskaplike bydraes-Reeks B: Natuurwetenskappe Nr. 117.

Stokes, Y.A. 2019. *Technology tool use and work/life balance among millennial workers: a correlational study*. Phoenix, Arizona: Grand Canyon University. (Thesis - PhD.)

Theurer, C.P., Tumasjan, A., Welppe, I.M. & Lievens, F. 2018. Employer branding: a brand equity-based literature review and research agenda. *International Journal of Management Reviews*, 20(1):155-179.

Tyson, V. 2017. *Recruiting and retaining the millennial workforce: the impact on a multi-generational workforce*. Prescott Valley: Northcentral University. (Thesis - PhD.)

Valentine, S. & Godkin, L. 2016. Ethics policies perceived social responsibility, and positive work attitude. *The Irish Journal of Management*, 2(35):114-128. doi: [10.1515/ijm-2016-0013](https://doi.org/10.1515/ijm-2016-0013)

Van Hoek, L. 2016. Millennial engineers: talent management expectations and needs in an African mining corporation. *Journal of Contemporary Management*, 13(1):482-505.

Van Schalkwyk, L. & Rothmann, S. 2010. Job satisfaction in a chemical factory. *Southern African Business Review*, 3(14):108-130

Venter, E. 2017. Bridging the communication gap between Generation Y and the Baby Boomer generation. *International Journal of Adolescence & Youth*, 22(4):497-507. <https://www.tandfonline.com/toc/rady20/current>

Wallace, M., Lings, I., Cameron, R. & Sheldon, N. 2014. Attracting and retaining staff: the role of branding and industry image. In: Harris, R. & Short, T. eds. *Workforce development*. Singapore: Springer Science + Business Media. pp. 19-36.

Widayati, C.C. & Fatimah, F. 2018. Influence of work stress, self-efficacy, and organizational commitment to turnover intention. *European Journal of Business and Management*, 3(10):18-28.

Wilford, L. 2020. *Leadership strategies and millennial organisational commitment*, Walden. Walden University. (Thesis - DBA.)

Zungu, N.L. 2018. *The influence of corporate reputation on millennials job pursuit intentions: the moderating role of employer brand equity and organizational attractiveness*. Pretoria: University of Pretoria. (Dissertation - MBA.)

APPENDIX A:

- Informed consent form -**

Dear Participant

This **Informed Consent Statement** serves to confirm the following information as it relates to the officially approved research project at the North-West University on "*An empirical study on millennial's commitment to an employer to retain talent in Johannesburg*".

1. The sole purpose of this study is to obtain information from customers like yourself to determine the nature of your everyday green buying behaviour experience related to the research topic.
2. Participation is completely voluntary, and you may opt-out at any time. You may also decide not to answer specific questions.
3. The procedure to be followed is quantitative research design, which entails a questionnaire. Basic background information will be asked e.g., your age, function and related experience to the topic.
4. Confidentiality of the data is guaranteed and only the combined results will be used for research and publication purposes.
5. The data gathered from the questionnaires will only be used for research purposes.
6. Please note that there are four classifying variables in Section 5 (age, employment, gender, and ethnicity) which will be used only to profile the respondents who partook in this study. It will be used in comparative analysis to distinguish green customer behaviour among different customer profiles. Note that only the combined results will be used and at no stage can any specific respondent or his/her data entry be isolated and analysed. (You may also select the option not to answer the specific question should you feel like it.)
7. Also note that this study does not have a correct or incorrect answer to any of the questions. This means that in comparing profiles of respondents, there is not a correct or incorrect behavioural profile. The study merely analyse green consumer behaviour as is.

Please indicate your consent

I hereby give my consent after having read the above information that my data may be used as stated above.	YES	NO
I hereby give my consent that my demographic data may be used to develop a profile for green consumer behaviour	YES	NO

Thank you for your time.

The researcher



APPENDIX B

- Data collection instrument –

Adapted Minnesota satisfaction questionnaire Weiss, D. J., Dawis, R. V., England, G.W., & Lofquist, L. H. 1967. Minneapolis. University of Minnesota.

MILLENNIALS COMMITMENT.

Investigation of workplace traits' effect on millennials commitment to an organisation to retain talent in Gauteng. The survey will take approximately 6 minutes to complete.

* Required

1. Are working in Gauteng province? *

Yes

No

2. Gender *

Woman

Man

LGBT

Prefer not to say

3. Age *

25 - 30

31 - 40

Other

4. Marital status *

Single

Married

Widowed

Separated

Divorced

Other

5. Highest qualifications *

Matric

Diploma

Degree

Postgraduate

Other

6. Employment status *

Full-time

Part-time

Contract worker

Other

7. SATISFACTION QUESTIONNAIRE *

Select a number between 1 and 5 to indicate the degree to which you are satisfied with each of the following points about your work.

1 = Extremely Satisfied

2 = Very Satisfied

3 = Satisfied

4 = Somewhat Satisfied

5 = Not Satisfied

Statement	5 Not Satisfied	4 Somewhat Satisfied	3 Satisfied	2 Very Satisfied	1 Extremely Satisfied
Current Employer	5	4	3	2	1
1. "Ability utilization: the chance to use my abilities."					
2. "Achievement: feelings of accomplishment."					
3. "Activity: being able to stay busy on the job."					
4. "Advancement: the opportunity to advance."					
5. "Authority: the chance to direct others."					
6. "Company: satisfaction with company policies."					

7. "Compensation: pay for the work done."					
8. "Creativity: the chance to try own work methods."					
9. "Independence: the opportunity to work alone."					
10. "Moral values: not having to violate conscience at work."					
11. "Recognition: praise received from work done."					
12. "Responsibility: freedom to use own judgment."					
13. "Security: steady employment of the job."					
14. "Work-Life Balance: the chance to balance personal life and work."					
15. "Social responsibility: the organisation is making a difference in the community."					
16. "Technology: the chance to use advanced techs and social media."					
17. "Working conditions: all facets of the work environment."					

8. ORGANISATIONAL COMMITMENT *

Select a number between 1 and 5 to indicate the degree to which you agree with each of the following points about your work.

1 = Strongly Agree

2 = Agree

3 = Undecided

4 = Disagree

5 = Strongly Disagree

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Current Employer	5	4	3	2	1
1. "I would be very happy to spend the rest of my career with this organisation."					
2. "I enjoy discussing my organisation with people outside of it."					
3. "I really feel as if this organisation's problems are my own."					
4. "I think I could easily because as attached to another organisation as I am to this one."					
5. "I do not feel like "party of the family" in my organisation."					
6. "I do not feel "emotionally" attached to this organisation."					
7. "This organisation has a great deal of personal meaning to me."					
8. "I do not feel a strong sense of belonging in this organisation."					
9. "I'm not afraid of what my happen if I quit my current position without having another position lined up."					
10. "I would be very hard for me to leave my job right now, even if I wanted to."					
11. "Too much in life would be disrupted if I decided I want to leave my job now."					
12. "It wouldn't be too costly for me to leave my job now."					
13. "Right now, staying with this organisation is a matter of necessity as much as desire."					
14. "I feel I have too few options to consider leaving this organisation."					

15. "One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives."					
16. "One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here."					
17. "I think that people these days move from job to job too often."					
18. "I do not believe that a person must always be loyal to his or her organisation."					
19. "Jumping from job to job does not seem at all unethical to me."					
20. "One of the major reasons I continue to work for this organisation is that I believe commitment is important and therefore feel a sense of moral obligation to remain."					
21. "If I got another offer for a better job elsewhere, I would not feel it was right to leave my organisation."					
22. "I was taught to believe in the value of remaining loyal to one organisation."					
23. "Things were better in the days when people stayed with one organisation most of their lives."					
24. "I do not think that wanting to be a "company man" or "company woman" is sensible anymore."					

APPENDIX C

- Letter from the language editor –

RENTIA MYNHARDT

BCom (UNISA)



SA Translators' Institute (SATI)

Membership number: 1002605

PO Box 6986, FLAMWOOD 2572

Cellphone: 082 7717 566 * E-mail: rmynhardt@vodamail.co.za

Reference number: NM1

Date: 2021/12/04

To whom it may concern,

LANGUAGE EDITING

This letter serves as proof that the following document was submitted for language editing in December 2021:

Author: Ntswaki M Makhoba

Document type: Mini-dissertation: Master of Business Administration (MBA)

Title: INVESTIGATION OF WORKPLACE TRAITS' EFFECT ON
MILLENNIALS' COMMITMENT TO AN ORGANISATION TO RETAIN
TALENT IN GAUTENG

Institution: North-West University

I applied all reasonable effort to identify errors and made recommendations about spelling, grammar, style and punctuation.

I attempted to be consistent regarding language usage and presentation.

The bibliography was also checked and corrections were made where necessary.

I confirmed the content as far as possible, but cannot be held responsible for this as all facts could not be confirmed. This remains the responsibility of the author.

Thank you very much.

Kind regards.

Rentia Mynhardt