Impact of Motivational Factors and Commitment on Intention to Leave among the Generation Z: Special Reference to the Telecommunication Sector in Sri Lanka


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Abstract: The research comprehensively assessed the impact on motivational factors and the commitment on intention to leave among the Generation Z with respect to the telecommunication sector of Sri Lanka. Generation Z is the largest generational cohort of all time. The oldest members of Generation Z are just completing University. A few have graduated, the balance just entering the workforce, since only 11% enters in to the state universities in Sri Lanka [1]. How does this generation, differ from previous generations and what do they feel about the workplace is yet to be identified. Hence, what motivates them, how they feel about commitment becomes an important learning for all organizations. Maslow’s motivational theory and Mayer Allen’s three components theory will be used to test the opinions of generation Z employees of Telecommunication Sector as the target population and the model of this study will be tested with sample of 260 employees of generation Z. The results of the study will lead to imperial knowledge on the future workforce and how to develop employee engagement for better productivity.

1. Introduction

“Unless commitment is made, there are just guarantees and expectations; however, no plans”[2]. Studies have affirmed that dedication greatly affects the fruitful execution of an association. A representative who is devoted and feels belongingness to an association won’t just show more noteworthy authoritative citizenship yet in addition, relate to its objectives and thoughts. These include willingness to go over and beyond required job expectations. If human resources are said to be an organization’s greatest asset, then committed human resources should be regarded as an organization’s competitive edge [3]. The success of an organization depends on employee retention which helps the organization in reducing employees’ turnover intention and enhancing organizational efficiency [4]. Employee turnover is costly and will have a direct impact on productivity and performance of an organization [5]. Many of the previous studies are based on the existing employees consisting of generation X and Y. Generation Z is the new force entering the job market, whom we know nothing about. While employers have been working hard to understand and appreciate the employees of Generation Y for years, they now have an entirely new generation to engage with: namely Generation Z. Generation Z workers are essentially the future of the any organization. The Generation Z is known as the greatest shift from the generations with unpredictable behaviors. Therefore, this study attempts to understand how to be geared to handle this upcoming workforce to unleash their true potential and to retain them in the organization.

2. Theoretical background and Research Model

In examining the factors influencing intention to leave, many were described by the past researchers. Among those, commitment [6] and job satisfaction [7] were most prominent. Motivational Factors are considered as factors leading towards commitment. It is imperative that the conceptual foundation is based on two existing theories such as Maslow’s hierarchy theory of needs and Mayer and Allen’s Three Components Model of Commitment [8] and empirical finding of the literature review. Abraham Maslow’s [9] progression of requirements is a standout amongst the most prevalent models in initiative composition. Created in 1948, the chain of importance of necessities is unavoidable crosswise over many controls, including business, administration, promoting, child rearing innovation, training and brain research. Maslow's model is progressive. The human cerebrum at the base is driven by a fundamental impulse to make due with food drink and shelter. The second level is comprised of the wellbeing needs. The third level in Maslow's model involves the social needs like family, affection, connections, work gatherings, and group. The fourth level involves the inner self driven needs of accomplishment, obligation, and notoriety. Lastly, at the best is self-completion, self-improvement and satisfaction [10]. In reviews of research based on Maslow's theory, little evidence has been found for the ranking of needs that Maslow described, or even
for the existence of a definite hierarchy at all. In 20th century management, Maslow’s hierarchy of needs is helpful to a specific degree in indicating out directors why customary management hierarchical bureaucracy with managers acting as controllers of individuals—was unlikely to meet the psychological needs of employees. Most companies in Sri Lanka and most leaders have either consciously or, more likely, unwittingly based their approach to motivation on Maslow’s Hierarchy of Needs. But with the rapid change of life style the hierarchy of needs remains the same among the generation Z is a question. Despite the popularity of Maslow’s Hierarchy, there is not much recent data to support it. Therefore this study will focus on the need hierarchy among the generation Z which will lead us to get to know motivation factors which will fuels employee work passion and drive them to flourish.

The focus here is how these factors affect Generation Z and how to gain organizational commitment among this generation. Very little is known regarding this generation in any context and nothing as workforce. According to Hal Brotheim in Introducing Generation Z, they are been identifies as better future employees. With the skills needed to take advantage of advanced technologies, Generation Z will be significantly more helpful to the typical company in today’s high-tech world. Brotheim also argues that their valuable characteristics are their acceptance of new ideas and different conception of freedom than the previous generations [11]. Another important aspect to point out is generation Z no longer wants just a job: they seek more than that. They want a feeling of fulfillment and excitement in their job that helps move the world forward [12] Generation Z is eager to be involved in their community and their futures. Before college, Generation Z is already out in their in world searching how to take advantage of relevant professional opportunities that will give them experience for the future.

Motivation is a powerful tool in the work environment that can lead to employees working at their most efficient levels of production [13]. Low productivity is a consequence of not being motivated. When an employee is not motivated to do the job properly, it can impact the bottom line [14]. According to Maslow, an unsatisfied need can influence behavior. The needs, listed from basic (lowest-earliest) to most complex [15]. Here we will apply the theory of Maslow’s hierarchy of needs to find out if the hierarchy of motivational factors remain same as previous generations or if it’s different. To understand how to control motivation it is first necessary to understand what really leads to motivation. All the knowledge and theories on motivation is based on the generation Y and above. But in time to come, the new workforce will be represented by generation Z. Getting to know what really motivates them will be very important to any organization to reach high productivity levels. Intention to leave has become an issue in all the organizations and directly affects the growth of the organization as well [16]. Unfortunately, the turnover of employees has become a serious problem around the world. Even more importantly, high turnover has been found to be one of the main sources of poor morale in many organizations [17].

Generation Z, also known as Post-Millennial, Plurals, or the Homeland Generation in the United States are the demographic cohort after the Millennials. There are no precise dates for when this cohort starts or ends; demographers and researchers typically use starting birth years ranging from the mid-1990s to early 2000s, and as of yet there is little consensus about ending birth years. This new developing workforce will top off another “young rise” in the working environment in the following coming years, just as maturing Baby boomers and Generation Xs’ will retire. Therefore, the major challenge will be how to gain commitment from Generation Z employees and retain them. This research will take place at mobile telecommunication companies of Sri Lanka. Telecommunication sector is being identified as one of the fastest growing at 10% and most demanding sector in Sri Lanka by the central bank of Sri Lanka. It also contributes positively to the development of the country. Telecommunication industry has grown rapidly since the 1990’s and the expansion of the telecommunication industry can be evidenced by the increased reach of telephones and the usage within Sri Lanka [18]. The rapid development of the ICT industry may have also been influenced by globalization, change of life style and the demand. Globalization and the boom in Technology has meant that more and more of the young generation do their higher studies in Technology related field with the intention of finding a lucrative and satisfying job in the industry.

In summary, this study examines the significant impact on Intention to Leave among the Generation Z, based on the two theories: Maslow’s hierarchy of needs and Three Components model of commitment, and the results will be explored systematically, using a quantitative analysis. It will determine how motivational factors influence organizational commitment and intention to leave among the Generation Z in the Telecommunication Sector in Sri Lanka. This study will look at positivist philosophy. With the past researcher’s knowledge, certain factors have been identified as high contributors to intention
4. Discussion

The study will yield, for the first time, motivational opinion from the generation Z and what really make them committed to the job and to the organization that they belong to in Sri Lanka. Understanding the generation Z is important because the future workforce will fill with this generation as the baby boomers step down with retirement. Getting to know the workforce well is essential to gain their engagement at work and to unleash their true potential. Motivation is the drive and excitement that employees expend when they are inspired to contribute. Motivation flourishes employee output. Employee motivation is a critical aspect at the organization which leads to the performance and survival. Whilst getting to know motivational hierarchy among the generation Z, Commitment, which is sometimes translated as engagement, is increasingly becoming the focus of HR attention. Research suggests that employee commitment has a favorable impact on job performance by lowering absenteeism, lateness and turnover. Hence, having committed employees has a potentially positive consequence towards organizational performance. A small pilot study determined that a brief questionnaire regarding the motivational factors and commitment captured the opinion among the generation Z. The finding will give the theoretical and practical knowledge about the generation Z and how to develop employee engagement among the new workforce. One of the shortcomings of the study is that the participants in the research are all from Colombo the economic capital of Sri Lanka, which does not really interpret the total picture of Sri Lanka.

In Summary, it is important to find out what motivates the generation Z and the hierarchy of the needs as well. Without commitment gaining the best out of employees is undoubtedly impossible. Understanding the Generation Z is vital in light of the fact that the future workforce will load with this generation. Becoming acquainted with the workforce well is fundamental to develop their engagement at work. Inspiration to work will definitely thrives employee productivity as well as organizational growth. Therefore, getting to know the true opinion about commitment among the generation Z becomes a real need in the corporate world.

5. References


