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Work-related outcomes and organizational commitment

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WORK-RELATED OUTCOMES AND ORGANIZATIONAL COMMITMENT

A Thesis Submitted
in Partial Fulfillment
of the Requirements for the Designation
University Honors

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WORK-RELATED OUTCOMES AND ORGANIZATIONAL COMMITMENT

This Study by: Mushaun Miller

Entitled: Work-Related Outcomes and Organizational Commitment

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University Honors

Date

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Introduction

The modern workplace encompasses a multi-generational and diverse workforce. Now more than ever, workplaces include those of various ages, backgrounds, races, and more. It is important for an organization to manage the differences among its employees in order to influence personal and organizational outcomes. After all, work-related personal outcomes allow the employee to evaluate the organization and find his/her place within it- which influences commitment to an organization. Organizational commitment is a crucial goal due to its ability to reduce various dysfunctional behaviors such as absenteeism or turnover. High organizational commitment also leads to various positive outcomes including stronger customer loyalty. One way to determine the differences among employees is to take the generational approach. Individuals who are a part of certain generations may differently experience specific work-related outcomes. Workplaces that increase organizational commitment tend to be inclusive and sensitive to diversity. In order to create a workplace that increases organizational commitment, employers need to understand what the members in their inclusive workplace value the most in regard to work-related outcomes.

Problem

With so many generations present at one time in the workplace, it is hard to best to accommodate each of their different employment needs. If an employer cannot identify which components of work are most important to their diverse set of employees, it can leave their workers feeling unhappy, unsatisfied, and unmotivated to work. This can result in lower organizational commitment, which produces dysfunctional behaviors such as turnover. There is not a clear consensus on what the most optimal working conditions are among employees, seeing

that each generation values work-related outcomes differently. The findings of this study will identify which work-related outcomes are preferred in regards to each generation, so that employers are able to create a work environment that best suits their diverse workplace.

Research Question and Purpose

This project highlights the differences among generations in the workplace in regard to what each generation values most in terms of work-related outcomes. The purpose of this study was to survey participants, find the trends within each generation, and provide a list of the work-related outcomes in order of level of importance. Also, this study will expand within each generation, by analyzing results based on a participant's gender. The U.S workforce has seen increasing rates in diversity. Thus, it is useful to determine what could lead to a positive work experience for different individuals. This study should help employers enhance organizational commitment by focusing on facets of work that are valued most by a specific generation.

Literature Review

Work-Related Outcomes

Workplace offers a variety of outcomes to an employee. These outcomes, or total returns, could be either financial or relational. According to Newman, Gerhart, and Milkovich (2017), the total returns for work include total compensation (cash compensation and benefits) and relational returns. Total compensation returns include: Base Pay, Merit/Cost of Living, Short term and Long-term incentives, and Income protection. Relational returns include: Work/Life Balance, Allowances, Recognition & Status, Employment Security, Challenging Work, and Learning

Opportunities (Newman, et al., 2017). The following are the definitions for the work-related outcomes that were selected for the study:

- a) Base Pay refers to the monetary contribution to the employee in exchange for their work.
- b) Short Term and Long Term incentives link monetary rewards to performance measures.
- c) Work/Life Balance is the perceived amount of time an individual spends at work compared to the amount of time they spend away for life responsibilities.
- d) Recognition & Status refer to being praised or seen as more prestigious for work completed.
- e) Employment Security is the perception of a stable income and job position within a company.
- f) Challenging Work is work that is stimulating and fulfilling, engaging the worker's competencies.
- g) Learning Opportunities refer to professional growth and development opportunities.
- h) Income Protection in this context is a retirement investment program.

Classification of the work-related outcome suggested by Newman, et al (2017) was chosen for this study because it provided concise facets of work that are general enough to be applied to any organization.

In searching for the factors that determine organizational commitment, it is difficult to find a simple set of work-related facets. There was a study conducted in 2010 by Chung et al. who were hoping to find differences between two separate groups (instructional and clinical staff) in regards to their predictors of job satisfaction. In reading their article, I was looking to find the factors which they used to measure the differences between the two groups, to see if they aligned with the work-related outcomes listed by Newman, Gerhart, and Milkovich in 2017. In

this study the researchers included a figure titled “Conceptual framework for comparing job satisfaction in instructional and clinical track faculty members,” which listed gender, ethnicity, specialty, rank, career expectations, work-life balance, autonomy, mentorship, departmental leadership, collegiality, collaborations, diversity, career advancement and promotions, and reward and recognition programs as their proposed factors of job satisfaction (Chung, et al., 2010). These work-related facets allowed them to determine the differences between instructional and clinical staff, yet the majority of these facets require a description and are not generalizable to many workplaces. Since the current study was designed to be simple and applied, these work-related facets would not be a good fit.

Organizational Commitment

Organizational commitment is defined as the employee’s desire to remain a part of the organization (Colquitt, LePine, & Wesson, 2015). Organizational commitment influences the decision of the employee to stay with, or to leave the organization- which is known as job turnover. The goal of an organization should be to reduce dysfunctional voluntary turnover, and to retain high quality employees. Organizational commitment comprises of affective commitment, continuance commitment, and normative commitment. These three dimensions of organizational commitment are described as “want to” stay, “need to” stay, and “ought to” stay (Colquitt, LePine, Wesson, 2015). In knowing the categories of organizational commitment, I can compare the work-related outcomes to the three general drivers of commitment when analyzing. For example, the outcomes such as Employment Security and Base pay closely relate to a continuance commitment. If certain generations rank these two items high, then it can be determined that continuance commitment is a driver of the particular generations. Yet primarily,

I use the data to show which work-related outcomes are valued most across generations. The association between work-related outcomes and organizational commitment appears to have been well established. Thus, the results of the study would be useful to employers by offering insights about employees' preferences for valued work-related outcomes, and thus help retain top talent.

In 2016, Nazir, Shafi, Wang, Nazir, and Tran conducted a study which examined the effect of intrinsic, extrinsic, and social rewards on organizational commitment. The questionnaire was provided in a Likert Scale format, and was given to working individuals in China. After analyzing the data, it was found that, "extrinsic, social and intrinsic rewards result in higher levels of affective and normative commitment in Chinese public and private-sector employees." (Nazir, Shafi, Wang, Nazir, & Tran, 2016). This study supports the three dimensions of organizational commitment, as listed by Colquitt, LePine, and Wesson in 2015. Because this research found a high relationship between rewards and affective/ normative commitment, I can compare the results of the current study to see if there is a consistent relationship across countries.

In 1993, Natalie Allen and John Meyer studied the relationship between organizational commitment and career stages. In their study, participants employed at 2 organizations were surveyed and assessed in three main areas: organizational commitment (continuance, normative, and affective), career stage variables (age, length of employment with company and current position) and general work experiences. When analyzing the data, it was found that "In both samples, affective and normative commitment were significantly higher in older than younger employees and in employees with longer, rather than shorter, tenure in the organization" (Allen & Meyer, 1993). According to their findings, the older employees experienced a higher sense of

organizational commitment which can be attributed to their longer experiences or tenure with the company. This proposes that organizational commitment may be directly related to the number of years of experience at a company, not to the traditional work-related outcomes specified by Colquitt, LePine, & Wesson in 2015. This information will be helpful in analyzing the data provided by the Baby Boomer generation.

Generations

Understandably so, there is a vast amount of information and research conducted on generations in the workplace. As highlighted in the Northern Colorado Business Report, this is a time where four generations are found in the same workplace- which means there are a wide variety of values and characteristics having to collaborate in the same organization. The four generations are labeled as The Silent Generation, The Baby Boomer Generation, Generation X, and Millennials. Each group prefers different types of communication, organizational systems, work ethic, and more. The Silent Generation was born between 1925 and 1945, and value face to face interactions, clear performance expectations, and structured workplaces. The Baby Boomer Generation was born between 1946 and 1964, making up the largest number of individuals in the workforce. They value longevity, teamwork, clear direction and policy. Generation X was born between 1965 and 1980, and find autonomy, flexibility, and results to be most important. Millennials were born between 1980 and 2000. They value social responsibility, goals and achievement, and multi-culturism (Venus, 2011). Based on these differences, it is only fair to assume that these groups will value different work-related outcomes over others. Knowing the difference between the generations is crucial when analyzing my results and assigning them meaning.

In 2018, a large empirical study was conducted by Cucina, Byle, Martin, Peyton, and Gast which explored the generational differences in items that determine workplace attitudes. The researchers issued a 59 item survey, in which the goal was to find the facets that most relate to job satisfaction between generations. The results found “little support for our speculations concerning items that might show generational differences. Given the large sample sizes and small CIs, it seems reasonable to conclude that generational differences in employee attitudes were not very large.” (Cucina, Byle, Martin, Peyton, & Gast, 2018). This research had a very similar goal as the present survey, so it is interesting that after analyzing the data there was no true difference between the generations tested. The data from this empirical research can support the results of this study if no differences are found between generations and work-related outcome preferences.

Methodology

After conducting a literature review, I have chosen to use the work-related outcomes mentioned in *Compensation* by Milkovich, G., Newman, J., & Gerhart, B. in 2017. The work-related facets in this study were: Base Pay/ Wage, Performance Incentives, Recognition & Status, Fulfilling Work, Employment Security, Professional Development, Work/Life Balance, and Retirement Investment Programs in this order. Not included in the study were Merit/Cost of Living, Income protection, and Allowances because these outcomes are less understandable and less identifiable. In the interest of this survey, only the most common work-related outcomes were used that participants could submit their answers without having to decipher the individual facet. Also, the facet Challenging Work was replaced with Fulfilling Work, and Learning Opportunities was replaced with Professional Development, and Income Protection was replaced with Retirement Investment Programs in order to display the true meaning of the work-related

outcome referenced. The participants were adults, a mix of male and female, and the survey was not specifically targeted toward employed individuals because the most optimal working conditions are a general preference. This survey was not asking about their current working conditions, rather their ideal workplace setting.

The anonymous survey was created using Google Forms, in which was titled “Optimal Employment Conditions”. To provide context, the description of the survey mentioned that the it will provide important information about their workplace preferences and what they think are the most important factors when deciding to stay with a company. This way, the participants are prompted to rank the outcomes in a way that represents their most desirable outcome first (1), and their least important outcome last (8). Also, the survey asked for the participant’s age. Ranges 18-37 represent the Millennial generation, 38-53 represent Generation X, and 54+ represent Baby Boomers. I did not differentiate 54+ into its respective groups of Baby Boomers and Traditionalists. This assumption was made due to the lack of Traditionalists’ presence in the workplace. Lastly, the survey asks for the participants’ gender (M or F). This component was not the primary focus, but may yield interesting weight onto the decisions of the participants. The survey was designed in grid format, where after answering the gender and age question, participants selected a number between 1 and 8 which represented the amount of value they placed on the particular work-related outcome. The main question of the survey was “What is most important to you and your decision to stay with a company?” After the individual submitted the survey, they were given thanks for their participation.

This survey was released on Friday, March 1st 2019 and remained active until Monday, March 25th 2019. During this time, the survey was forwarded to family, friends, and professors via email, and was shared over 10 times on Facebook. The survey reached over 150 people, and

was closed with a sample size of 178. Through Google Forms, after a survey was submitted, all of the data was automatically placed into a Google Sheets workbook. After closing the survey, 11 participants' responses were eliminated due to human error. This finalizes the sample, with a total of 167. Of the total sample size, the responses were sorted into their respective generation, into their respective gender, and then again into groups of male and female per generation. In order to find a consensus between the work-related outcomes and their rankings, the mode of each facet was used. This allowed the creation of 3 crucial charts and corresponding graphs, representing work-related outcomes and generation, gender, and gender per generation.

To further the interpretation of the data, SPSS Statistics Software was used, which is designed to conduct statistical analysis. This program was used to run "One Test ANOVA" on each variable (work-related outcomes vs generations and work-related outcomes vs gender). The results of "One Test ANOVA" provided a significance value for each pair, which determined whether or not the two selected variables are alike. If the variables are statistically significant, then there is a difference in the way that genders and generations view the 8 work-related outcomes. This was extremely helpful in seeing the similarities, or lack thereof, between the measured components of generation and gender.

Results

The data were taken from a sample size of 167 respondents. Of the 167 respondents, 112 were Millennials, 38 were Generation X, and 17 were Baby Boomers. Also, 41 respondents were male, and 126 respondents were female. The results and analysis capture the valued work-related outcomes favored per generation, gender, and gender per generation. Each table listed below will show a corresponding graph for visual representation.

Table 1

Work-Related Outcome Ranking and Generation Table View

#	Facet	Millennial	Gen X	Baby Boomers
1	Base Pay/ Wage	1	2	3
2	Performance Incentives	7	7	8
3	Recognition & Status	6	8	7
4	Fulfilling Work	8	1	1
5	Employment Security	4	3	2
6	Professional Development	6	6	7
7	Work/Life Balance	2	1	3
8	Retirement Investment Programs	6	6	3

Table 1 represents the mode (most occurring ranking) for each work-related outcome and the input from each generation surveyed. Based on the mode values alone, it is easy to see a slight difference between the optimal work conditions for each generation. To interpret this chart, it is important to remember that 1 represents the most important factor in their decision to stay with a company, and 8 represents the least important factor in their decision to stay with a company. When comparing each work-related outcome between generations, one can assume the following:

- #1- Base Pay/Wage is most important to Millennials, and least important to Baby Boomers.
- #2- Performance Incentives are equally important to both Millennials and Generation X, yet less important to Baby Boomers.

#3- Recognition & Status are more important to Millennials than they are to Baby Boomers, yet least important to Generation X.

#4- Fulfilling Work is valued most by Generation X and Baby Boomers, meanwhile Millennials value this the least.

#5- Employment Security is the most important to Baby Boomers, and least to Millennials.

#6- Professional Development is equally important to both Millennials and Generation X, yet less important to Baby Boomers.

#7- Work/Life Balance is the most important to Generation X, and least important to Baby Boomers.

#8- Retirement Investment Programs are equally important to both Millennials and Generation X, yet more important to Baby Boomers.

These comparisons are not stating that the individual work-related outcome is the most or least valued by that particular generation, rather that in comparison to the other generations, it is the most or least regarded.

Table 2

Work-Related Outcomes and Generations Graph View

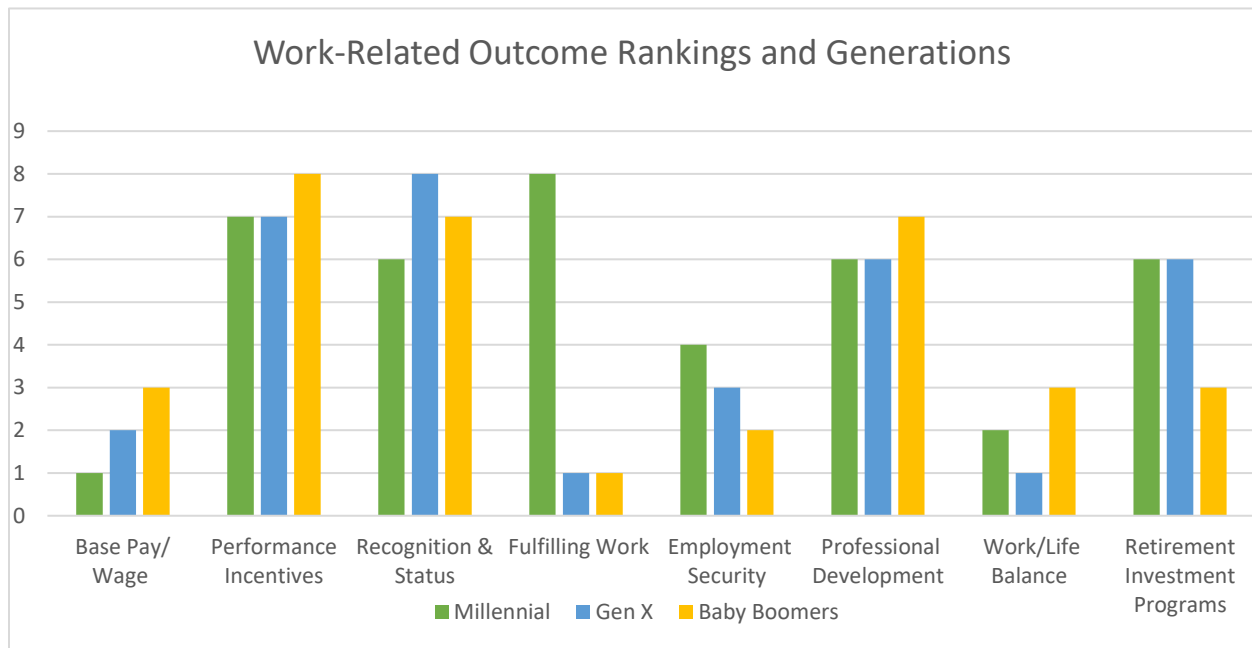


Table 2 is a graph representation of the data found in Table 1. This graph represents the mode (most occurring ranking) for each work-related outcome and the input from each generation surveyed. To interpret this chart, it is important to remember that 1 represents the most important factor in their decision to stay with a company, and 8 represents the least important factor in their decision to stay with a company. The furthest left column represents the Millennial generation, the middle column represents Generation X, and the furthest right column represents Baby Boomers. Overall, this graph makes it easy to see that the more important work-related outcomes for all generations are Base Pay/Wage, Employment Security, and Work/Life Balance. The less important work-related outcomes for all generations are Performance Incentives, Recognition & Status, and Professional Development. There are the most conflict in the valuation of Fulfilling Work and Retirement Investment Programs. Yet, it is still important to note the differences among each generation because the way to improve

organizational commitment is not a “one-size-fits-all” approach. For example, Millennials and Baby Boomers do not agree on a single work-related outcome ranking. Therefore, the differences among their optimal working conditions are worth recognizing and understanding.

Table 3

Work-Related Outcomes Rankings and Gender

#	Work-Related Outcomes	M	F
1	Base Pay/ Wage	2	1
2	Performance Incentives	7	7
3	Recognition & Status	6	8
4	Fulfilling Work	1	1
5	Employment Security	7	4
6	Professional Development	6	6
7	Work/Life Balance	3	1
8	Retirement Investment Programs	8	6

Table 3 represents the mode (most occurring ranking) for each work-related outcome and the input from each gender surveyed. This figure directly splits the data into responses from males and females, regardless of their generation. These data were collected to see if there were any similarities between different genders in regards to their valuation of work-related outcomes.

To interpret this chart, it is important to remember that 1 represents the most important factor in their decision to stay with a company, and 8 represents the least important factor in their

decision to stay with a company. When comparing each work-related outcome between genders, one can assume the following:

#1- Base Pay/ Wage is more important to females than it is to males.

#2- Performance Incentives are equally important to both females and males.

#3- Recognition & Status are more important to males than to females.

#4- Fulfilling Work is equally most important to both genders.

#5- Employment Security is more important to females than to males.

#6- Professional Development is equally important to both females and males.

#7- Work/Life Balance is more important to females than to males.

#8- Retirement Investment Programs are more important to females than to males.

These comparisons are not stating that the individual work-related outcome is the most or least valued by that particular gender, rather that in comparison to the other gender, it is more or least regarded.

Table 4

Work-Related Outcome Rankings and Gender Graph View

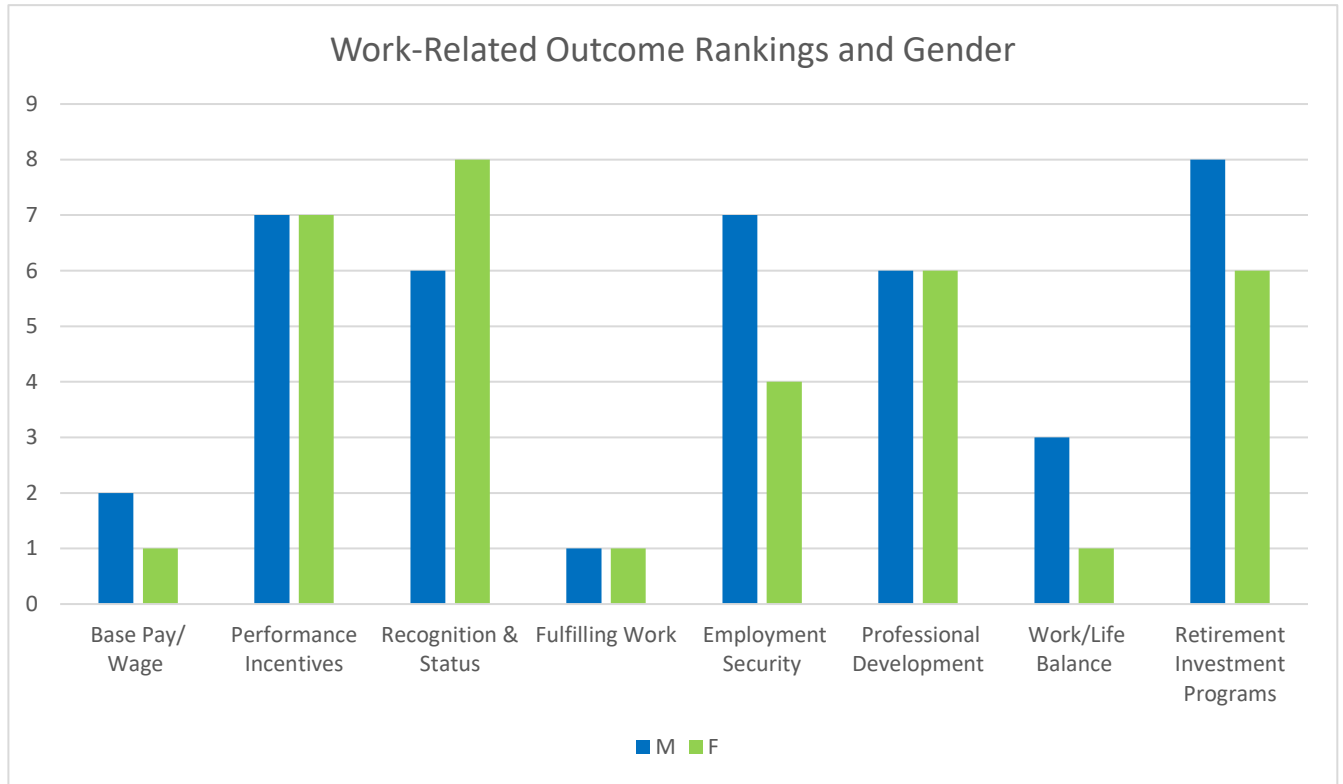


Table 4 is a graph representation of the data found in Table 3. This graph represents the mode (most occurring ranking) for each work-related outcome and the input from each gender surveyed. To interpret this chart, it is important to remember that 1 represents the most important factor in their decision to stay with a company, and 8 represents the least important factor in their decision to stay with a company. The furthestmost left column represents males and the furthestmost right column represents females. Overall, males and females agree on 3 of the work-related outcomes: Performance Incentives, Fulfilling Work, and Professional Development. The largest difference in valuation among the genders is Employment Security, yet the other

differences among the generations are not very large. It is clear to see that Base Pay/ Wage and Fulfilling Work are the most important optimal working conditions.

Table 5

Work-Related Outcome Ranking and Gender per Generation

#	Facet	Millennial		Gen X		Baby Boomers	
		Mi-M	Mi-F	X-M	X-F	B-M	B-F
1	Base Pay/ Wage	2	1	3	2	3	1
2	Performance Incentives	7	7	4	7	8	4
3	Recognition & Status	6	8	8	8	-	7
4	Fulfilling Work	1	8	1	2	1	1
5	Employment Security	4	4	7	3	6	2
6	Professional Development	3	6	6	5	7	6
7	Work/Life Balance	3	2	3	1	3	5
8	Retirement Investment Programs	8	6	8	6	-	4

Table 5 represents the mode (most occurring ranking) for each work-related outcome and the input from each gender per generation surveyed. In other words, each generation was split into male and female. To interpret this chart, it is important to remember that 1 represents the most important factor in their decision to stay with a company, and 8 represents the least important factor in their decision to stay with a company. The “-“ represents no clear mode for

the facet. When comparing each work-related outcome between gender per generations, one can assume*:

#1- Base Pay/ Wage is equally important to Millennial and Baby Boomer Females, and less important to Generation X females.

#2- Base Pay/ Wage is equally important to Generation X and Baby Boomer males, yet more important to Millennial males.

#3- Performance Incentives are equally important to Millennial and Generation X females, yet more important to Baby Boomer females.

#4- Performance Incentives are most important to Generation X males, and least important to Baby Boomer males.

#5- Recognition & Status are equally important to Millennial and Generation X females, and more important to Baby Boomer females.

#6- Recognition & Status are equally least important to Millennial and Generation X males.

#7- Fulfilling Work is most important to Baby Boomer females, and least important to Millennial females.

#8- Fulfilling Work is equally most the most important in all males within each generation.

#9- Employment Security is most important to Baby Boomer females and least important to Millennial females.

#10- Employment Security is most important to Millennial males and least important to Generation X males.

#11- Professional Development is equally important to Millennial and Baby Boomer females, and more important to Generation X females.

#12- Professional Development is most important to Millennial males and least important to Baby Boomer males.

#13- Work/Life Balance is most important to Generation X females and least important to Baby Boomer females.

#14- Work/Life Balance is equally most the most important in all males within each generation.

#15- Retirement Investment Programs are equally important to Millennial and Generation X females, but more important to Baby Boomer females.

#16- Retirement Investment Programs are equally important to Millennial and Generation X males.

These comparisons are not stating that the individual work-related outcome is the most or least valued by that particular gender per generation, rather that in comparison to the others, it is more or least regarded.

Table 6

Work-Related Outcome Ranking and Gender per Generation Graph View

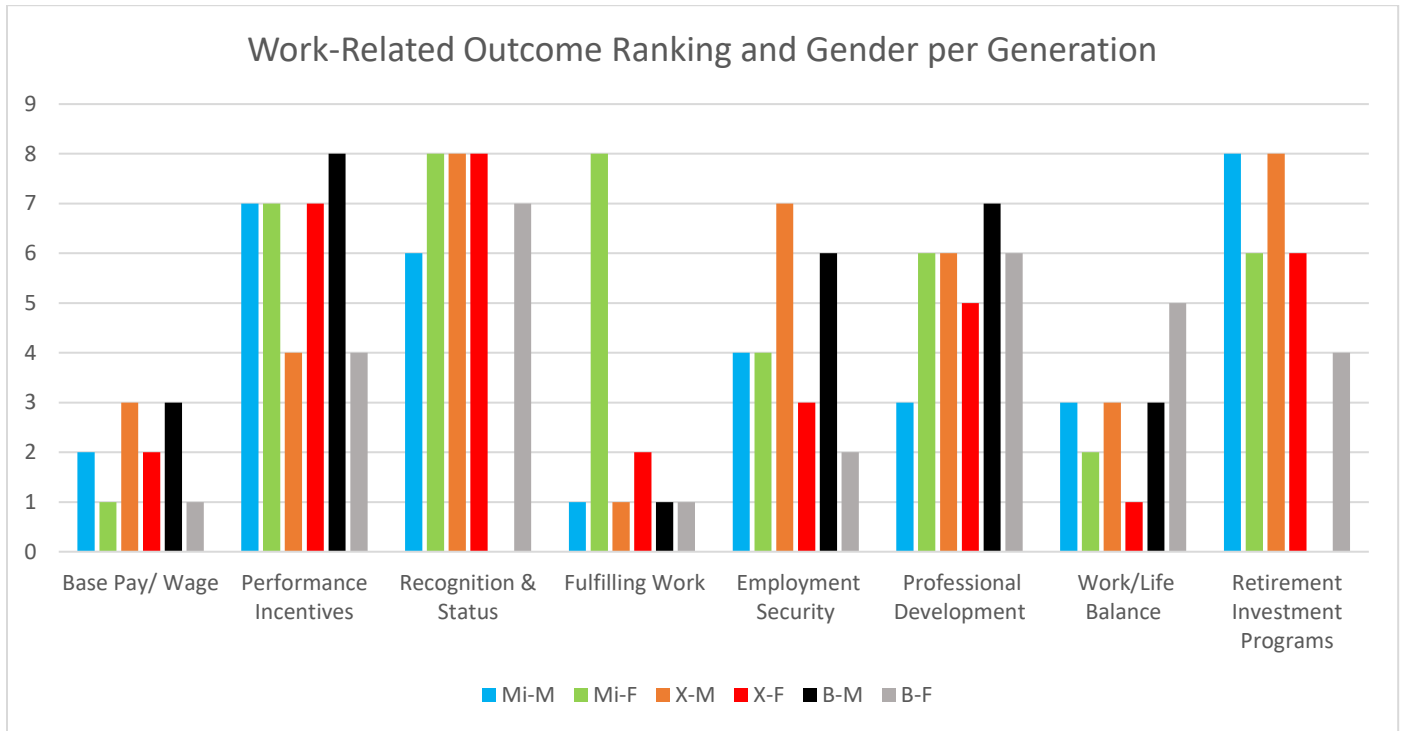


Table 6 is a graph representation of the data found in Table 5. This graph represents the mode (most occurring ranking) for each work-related outcome and the input from each gender surveyed, separated by generation. To interpret this chart, it is important to remember that 1 represents the most important factor in their decision to stay with a company, and 8 represents the least important factor in their decision to stay with a company. The furthest left column represents Millennial males, and the second column represents Millennial females. The third column represents Generation X males and the fourth column represents Generation X females. The fifth column represents Baby Boomer males and the sixth column represents Baby Boomer females. This graph shows the overall comparison of genders divided by their generation. As shown by the table, Baby Boomer males did not have a clear mode on Recognition & Status, and Retirement Investment Programs.

Table 7

SPSS Output comparison of generations

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Base	Between Groups	19.174	2	9.587	1.971	0.143
	Within Groups	797.808	164	4.865		
	Total	816.982	166			
Incentive	Between Groups	23.386	2	11.693	2.154	0.119
	Within Groups	890.267	164	5.428		
	Total	913.653	166			
Recognition	Between Groups	57.155	2	28.577	5.386	0.005
	Within Groups	870.151	164	5.306		
	Total	927.305	166			
Work	Between Groups	65.149	2	32.575	5.158	0.007
	Within Groups	1035.797	164	6.316		
	Total	1100.946	166			
Security	Between Groups	11.779	2	5.889	1.708	0.184
	Within Groups	565.443	164	3.448		
	Total	577.222	166			
PD	Between Groups	26.137	2	13.069	3.666	0.028
	Within Groups	584.689	164	3.565		
	Total	610.826	166			
WLB	Between Groups	33.826	2	16.913	3.312	0.039
	Within Groups	837.503	164	5.107		
	Total	871.329	166			
RIP	Between Groups	4.878	2	2.439	0.522	0.595
	Within Groups	766.907	164	4.676		
	Total	771.784	166			

Table 7 is the output diagram from SPSS Statistical Analysis programming. These data were created by conducting a One Test ANOVA comparison between the 3 generations and each individual ranking on the 8 work-related outcomes. Along the left side, the work-related outcome is listed. Along the right side, the significance level is provided based on the statistical analysis.

If the value is $p < 0.05$, the compared variables are significant, meaning that statistically the generations think differently in regards to the work-related outcomes. Table 7 shows that statistically, the generations think differently in regards to Recognition & Status ($p = 0.005$), Fulfilling Work ($p = 0.007$), Professional Development ($p = 0.028$), and Work/Life Balance ($p = 0.039$). This statistically confirms that Millennials, Generation X, and Baby Boomers have a high chance of not agreeing on the most optimal working conditions. This is crucial for employers to acknowledge, so that they can try to cultivate a workplace that satisfies everyone.

Table 8

SPSS Output comparison of gender

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Base	Between Groups	0.250	1	0.250	0.050	0.823
	Within Groups	816.732	165	4.950		
	Total	816.982	166			
Incentive	Between Groups	0.709	1	0.709	0.128	0.721
	Within Groups	912.944	165	5.533		
	Total	913.653	166			
Recognition	Between Groups	3.823	1	3.823	0.683	0.410
	Within Groups	923.483	165	5.597		
	Total	927.305	166			
Work	Between Groups	6.577	1	6.577	0.992	0.321
	Within Groups	1094.369	165	6.633		
	Total	1100.946	166			
Security	Between Groups	6.110	1	6.110	1.765	0.186
	Within Groups	571.111	165	3.461		
	Total	577.222	166			
PD	Between Groups	0.010	1	0.010	0.003	0.958
	Within Groups	610.816	165	3.702		
	Total	610.826	166			
WLB	Between Groups	2.223	1	2.223	0.422	0.517
	Within Groups	869.106	165	5.267		
	Total	871.329	166			
RIP	Between Groups	0.007	1	0.007	0.002	0.969
	Within Groups	771.777	165	4.677		
	Total	771.784	166			

Table 8 is the output diagram from SPSS Statistical Analysis programming. This data was created by conducting a One Test ANOVA comparison between the 2 genders and each individual ranking on the 8 work-related outcomes. Along the left side, the work-related outcome is listed. Along the right side, the significance level is provided based on the statistical analysis.

If the value is $p < 0.05$, the compared variables are significant, meaning that statistically the generations think differently in regards to the work-related outcomes. Table 8 shows that there are no statistically significant work-related outcomes. Due to the lack of significance between the 8 work-related outcomes, this shows that the two genders typically do not think differently about the optimal working conditions.

Limitations

This survey yielded interesting results, yet it would be beneficial to have a sample size of at least 500. Also, the study would be positively affected if the sample contained better distribution of the number of participants in each generation, and gender groups. A limitation of this study is that it was only comprised of 167 responses, in which 126 of the participants were female. Also, 112 participants were a part of the Millennial Generation. Although this provided me with more reliable information on females and Millennials, I lacked data for Generation X, Baby Boomers, and males. This could be related to the format in which I released the survey- via email and social media. This promoted more participation from these groups, but could be the reason why I lacked more diverse data set. Moreover, the small sample size could have affected the results for the gender comparison.

Recommendations

There was a bit of human error within the data collection process- some participants selected the same work-related outcome more than once, or even ranked the work-related outcomes in the order in which they appeared. With this being said, it should be made impossible for the participant to submit unreliable information, due to survey constraints. This can be done by controlling the settings of the survey or choosing a program that accounts for human error. In

the future, the survey could benefit from being made into a paper and pencil survey, which would appeal to the older generation. Also the results would be interesting to compare to those who live in different regions of the United States. Adding more variables to the study such as race, education level, or years of work experience at their company would produce results that could further explain the differences among the generations.

Conclusion

This survey collected information from 167 participants, which helped to answer the question: “What is MOST important to you and your decision to stay with a company?” The results show that the top two ranked work-related outcomes for Millennials are: Base Pay/ Wage and Work/Life Balance. The top two ranked work-related outcomes for Generation X are: Fulfilling Work, Work/Life Balance, and Base Pay/ Wage. The top two ranked work-related outcomes for Baby Boomers are: Fulfilling Work, and Employment Security. The rankings per generations differ, especially in regards to Fulfilling Work, which Millennials ranked last, and Generation X and Baby Boomers ranked first.

According to statistical analysis, the generations think differently in regards to Recognition, Fulfilling Work, Professional Development, and Work/Life Balance. This statistically confirms that Millennials, Generation X, and Baby Boomers have a high chance of not agreeing on the most optimal working conditions. However, the similarities between the 3 generations show a slight consensus on Base Pay/ Wage, Performance Incentives, Employment Security and Retirement Investment Programs. After graphing and conducting statistical analysis on the differences between genders, the lack of significance between the 8 work-related outcomes shows that the two genders may not think differently about the optimal working

conditions within this study. With this new insight, employers can concentrate on fulfilling the particular work-related outcomes that are most valued by the employees that most represent their organization. This study helps to fill the gap in research on which work-related outcomes promote organizational commitment.

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