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Predictors of Employee Engagement and their Contribution to Organizational Success

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Running Head: PREDICTORS OF EMPLOYEE ENGAGEMENT

Predictors of Employee Engagement and their Contribution to Organizational Success

A Thesis Presented to the Honors Faculty of the
University of North Georgia

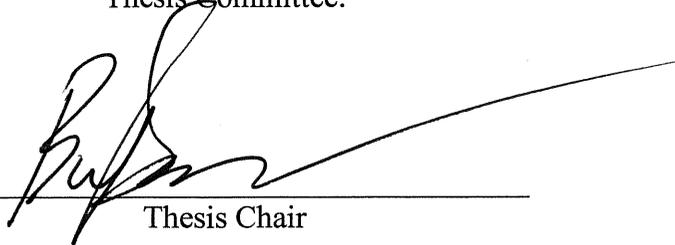
by

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Thesis Committee:



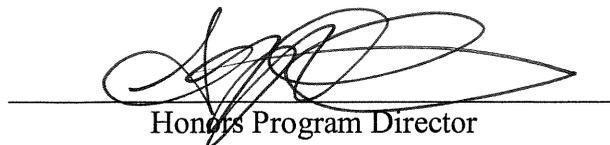
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Predictors of Employee Engagement and their Contribution to Organizational Success

Generally, engagement is referred to as commitment. Kanste (2011) defines employee engagement as a positive state of well-being in the workplace. Employee engagement is the term used to refer to an individual's level of motivation and how he or she may use this motivation to benefit their organization. This level of motivation, which can be described as either intrinsic or extrinsic, may also be raised by the organization itself, as they look to ensure that each worker becomes fully engaged and passionate about his or her work. Research has found that an engaged employee is more productive, less stressed, more satisfied with his or her personal life, and more loyal to the organization than those employees who are less engaged (Pitt-Catsouphes & Matz-Costa, 2008).

Employee engagement is a very important issue that needs to be taken into account in each workplace due to the varying positive and negative effects that it may have on a workforce. Positive outcomes of employee engagement include organizational citizenship behavior, occupational commitment, job involvement, identification with an organization, dedication to role, low turnover intention and willingness to exert in an organization's favor, as well as improved organizational success and overall increase in employee productivity (Ellickson, 2002; Gallup, 2005; Kanste, 2011; O'Driscoll and Randall, 1999). In most cases, it could be the responsibility of the employer to meet the needs of the employees in order to keep them as engaged as possible.

The factors that determine employee engagement and the predictors that companies use to motivate their employees were different several decades ago and will likely continue to change as time passes. It is important to emphasize that predictors are perceived differently across

generations: Millennials (born after 1982) and Baby Boomers (born between 1946-1964). As time has passed, organizational behavior has changed as it has adapted to each generation that dominates the workforce (Kaifi, Nafei, Khanfar, & Kaifi, 2012). As stated by Salahuddin (2010), these behavioral differences across generations in an organization can be of significant impact in terms of leadership and overall organizational success. For example, the “personal use of the Internet” predictor, which is the extent to which individuals value the liberty of using the Internet for personal reasons during working hours, will most likely be more relevant in this decade than it would have been twenty years ago. This is mainly due to the constant changes in the world in which we live, such as advancements in technology and changing attitudes towards the workplace (Twenge, 2010).

Twenge (2010) analyzed the changing attitudes towards work as new generations have entered the workplace and concluded that Millennials do not view work as a central part of their lives or value it as much as the Baby Boomer generation. Twenge (2010) found differences relevant to attitudes towards work engagement between Millennials and Baby Boomers: particularly as Millennials seem to value extrinsic benefits more than Baby Boomers do. Companies may need to adapt to these changes in attitudes, since Millennials make up the majority of workers entering the workforce today, and Baby Boomer retirement rates continue to rise. This is one example of the many things that today’s generation desires and values in a workplace. Millennials may not be truly engaged as some organizations struggle to come to terms with the fact that their young workforce are not motivated by the same factors as previous generations.

Other predictors of employee engagement that will be discussed in this study include: individual factors (benefits and rewards, personal use of Internet in the workplace, and role clarity), and relationship factors (recognition and appreciation from supervisors and coworkers,

advancement opportunities, and coworker relationships and communication among workplace staff). There are a wide range of factors that predict employee engagement, which have been studied by researchers and shown to be valid across generations with evidence from longitudinal and short-term studies (De Villiers & Stander, 2011; Elias, Smith & Barney, 2012; Lugaresi, 2010; Myers & Sadaghiani, 2010; O’Driscoll and Randall, 1999; Panaccio & Vandenberghe, 2011; Rouse, 2004; Taylor, 2007). There are also other predictors, which appear to be prioritized differently from one generation to the next. For example, Millennials are significantly more interested in extrinsic rewards than Baby Boomers are (Schullery, 2013). The purpose of this study was to examine whether, if organizations place more emphasis on these predictors, employees will benefit and engage more willingly in their work. Their commitment and satisfaction levels may reduce turnover intentions, and the organization will reap the long-term benefits. This is why such predictors should be of interest to all organizations.

Another purpose was to study the extent to which the newest generation of today values such predictors, as they enter the workforce. This newest generation, a subset that are college students, would most likely have similar ideas to Millennials. According to the National Center for Education Statistics, as of 2010 the “traditional college-age students” range between 18 and 24 year olds. Between the years 2001 and 2011, college enrollment of students from this age group increased from 11% to 32%. Due to the large increase of students enrolled in higher education and events that have changed the world (and may have changed how current students perceive their work environment) such as the 9/11 Terrorist attack and the 2008 World Recession, this group was tested separately to evaluate whether they value the measured engagement factors differently from the Millennial generation who are older than 24. For the purpose of this study, Millennials were divided into Non College Millennials (NCM) and College Millennials (CM). NCMs are

Millennials who are currently working and CMs are Millennials who are also currently working but at the same time are still in college.

Individual Factors

Benefits and Rewards

According to past research, intrinsic and extrinsic benefits and rewards motivate workers to fully engage and increase their job satisfaction, while at the same time reducing absenteeism, tardiness, and turnover intentions (Abraham, 2012; Chimote & Srivastava, 2013; Judge & Bono, 2001; Judge, Bono & Locke, 2000; O'Driscoll and Randall, 1999; Presslee, Vance & Webb, 2013). Intrinsic rewards contribute more to employee involvement and satisfaction than extrinsic rewards in terms of emotional commitment and job involvement. Intrinsic rewards include autonomy, job challenge, and constant variety in work assignments (Chimote & Srivastava, 2013; O'Driscoll and Randall, 1999). Extrinsic rewards are, on the other hand, related to the employee's commitment of continuation with the organization. Extrinsic rewards consist of pay increases, physical working conditions, and social relationships with coworkers (O'Driscoll and Randall, 1999). In their study, O'Driscoll and Randall (1999) used a 16-item scale to measure the attitudes participants had towards intrinsic and extrinsic benefits and rewards. The results suggested that perceived organizational support and satisfaction with both intrinsic and extrinsic rewards was significantly correlated with organizational commitment and job involvement.

It is important to determine what workers want or need, what they believe should change in a workplace environment and what they perceive as motivating in order to keep the organization moving in a positive direction (Caldwell et al., 1990; Kaifi, Nafei, Khanfar, & Kaifi, 2012; Pitt-Catsouphes & Matz-Costa, 2008). The way in which employees perceive the benefits and rewards

they receive from their workplace will most likely predict how satisfied they are with their current jobs.

The extent to which intrinsic and extrinsic rewards are valued may depend mostly on age, as it has been studied that Baby Boomers and Millennials value different forms of rewards in their jobs (Caldwell et al., 1990). People who have spent a great amount of time at the same workplace with their coworkers, tend to perceive these internal benefits as more rewarding than any external raises in pay or days off of work (Lutgen-Sandvik, Riforgiate & Fletcher, 2011). This is particularly true for Baby Boomers who have been in the workforce for longer. Baby Boomers are more likely to value intrinsic rewards as a form of affective commitment to the organization, for example, job challenge (Rouse, 2004; Schullery, 2013). From Baby Boomers, it is expected that intrinsic rewards such as autonomy, job challenge, and variety in work assignments, will predict their level of organizational commitment.

Millennials, on the other hand, are more interested in extrinsic rewards such as pay increases, physical working conditions and social relationships (Rouse, 2004). Millennials value more extrinsic rewards because it is what determines for them if they would be interested in a prolonged commitment to the organization (Caldwell et al., 1990).

H1: It is expected that predictors such as pay, physical working conditions, and social relationships, which are all extrinsic rewards, will strongly predict NCM's level of commitment to the organization. The more extrinsic rewards they receive, the higher their level of commitment might be, that is, a significant positive relationship. For Baby Boomers, a significant positive relationship is also expected.

H2: It is expected that CMs will have a similar mindset to NCMs in terms of how they prioritize extrinsic rewards over intrinsic rewards.

H3: Intrinsic rewards such as autonomy, job challenge, and constant variety in work assignments will be a strong predictor of level of commitment among Baby Boomers, showing a significant positive relationship.

Personal use of the Internet in the Workplace

Another factor to consider is whether employees are allowed to use personal Internet in the workplace and the extent to which organizations will respect electronic privacy, while at the same time ensuring employees remain engaged (Lugaresi, 2010). Millennials were born during the digital age and have grown with the competitive advantage of being more familiar than Baby Boomers with communications and technology (Kaifi, Nafei, Khanfar, & Kaifi, 2012). The Internet brings many positive as well as negative outcomes in a workplace (Elias, Smith & Barney, 2012; Lugaresi, 2010). Positive outcomes include speed and effectiveness of workers when using technology-enhanced devices to perform their tasks, and negative outcomes include distraction from work, which could lead to disconnecting employees from their designated activities thus reducing work advancement in general (Lugaresi, 2010). Another negative aspect is the inappropriate use of the Internet for things such as sexual harassment, copyright violating, and stealing from the organization (Lugaresi, 2010).

To avoid these kinds of problems, it has been proposed that the use of Internet should be supervised. However, employees view this as lack of privacy and are often in disagreement with their supervisors over these measures (Lugaresi, 2010). Millennials have grown up with technology, and use it everyday to engage in social networks, check e-mails, and several other functions they have found the Internet can offer (Myers & Sadaghiani, 2010). On the other hand, Baby Boomers did not grow up with the Internet, therefore they see less need for it in the workplace, and believe most work can be done without using this technology (Elias, Smith &

Barney, 2012). This idea falls in with the argument of Rouse (2004), who suggested that extrinsic rewards are able to better predict employee commitment of Millennials. The personal use of the Internet, being an extrinsic reward, is valued more by Millennials than by Baby Boomers (Rouse, 2004).

Teo, Lim, and Lai (1999) used a questionnaire to measure the participants' perceived usefulness of the Internet during work and how frequently they use it during working hours. In their study, they did not separate participants according to their generation group, but results suggested that individuals in general perceived ease of use, perceived usefulness and perceived enjoyment are positively correlated with frequency of Internet usage, daily Internet usage, and diversity of Internet usage.

It is expected to find a consistency within the studies previously mentioned, when asking participants from the Millennial group about personal use of Internet in the workplace. Millennials might expect more personal use of the Internet in the workplace than Baby Boomers do because Baby Boomers may not be so accustomed to social networking via smart phones and computers. Therefore, they are less interested in this kind of benefit (Myers & Sadaghiani, 2010).

H4: It is expected that there will be a significant positive relationship between attitude towards personal use of Internet and Job Satisfaction among NCMs and CMs.

H5: It is expected that there will be no relationship among Baby Boomers in terms of personal use of Internet and Job Satisfaction.

Role Clarity

Role clarity refers to the clearness supervisors give employees about their tasks, duties, and behavioral expectations and the extent to which employees understand their fit-and-function within their organization (De Villiers & Stander, 2011). Among the different work attitudes discussed by

Twenge (2010), role clarity seemed to be consistent across both generations, Baby Boomers and Millennials, in terms of how highly it is valued. When a leader facilitates the accomplishment of tasks by communicating confidence and providing autonomy, employees will perceive tasks differently, with more motivation to perform them (Mendes & Stander, 2011). It can be confusing and stressful for employees, no matter what age, when a list of tasks is given without clarity of how to execute them. When employees spend too much time figuring out how to carry out the task instead of doing it, due to lack of information from supervisors, productivity declines (Alarcon et al., 2010).

It has become crucial for organizations to reduce the uncertainty some employees may face by increasing their confidence in their capacity to deal with confusing situations (Panaccio & Vandenberghe, 2011). Without clear instructions, employees might not engage as much as they would if they had comprehensible instructions of what, how and when to complete their tasks. When assistance and support is not provided to employees, leaders will be regarded as ineffective, according to Alarcon et al. (2010). The result of unclear instructions given to employees can be an increase in possibilities of turnover intention. How comfortable a person feels with the job they are doing and how well they know what their tasks are, could predict if a person is prone to quitting the job and looking for another organization that could offer them such comfort. If an individual does not consider that their tasks are being clearly explained, they will most likely have higher turnover intentions and look for another, less stressful job.

Lyons (1971) used a Role Clarity Index to measure how role clarity impacts turnover intention and work satisfaction. Results showed that the Role Clarity Index was positively correlated with work satisfaction and negatively correlated with voluntary turnover. The 12-item Role Ambiguity questionnaire was also used to measure role clarity considering that the absence

of role ambiguity would generally mean there is role clarity. Since both generations appear to value role clarity in the workplace correspondingly, it is expected that:

H6: There will be a significant positive relationship between role clarity and job satisfaction across all groups, and a significant negative relationship between role clarity and turnover intentions across all groups.

Relationship Factors

Recognition and Appreciation (Advancement Opportunities)

Positive experiences in the workplace are also likely to evoke emotions in people across all ages that will maintain a high-quality employee engagement. For example, being recognized in public for a project or accomplishments boosts an employee's self-esteem and leads them to work harder to keep up the progress (Lutgen-Sandvik et al., 2011). Employees who feel their hard work is being recognized and appreciated by their fellow coworkers and supervisors will most likely show signs of continued improvement in task accomplishment over time. Lutgen-Sandvik and colleagues (2011) found that recognition and appreciation are both crucial aspects that both Millennials and Baby Boomers rate highly about their workplace. Being regarded as unique enhances an employee's level of engagement (Lutgen-Sandvik et al., 2011). Awareness that each individual is taken into consideration when comparing them with other coworkers motivates employees to work harder in order to be recognized, with the possibility of a future promotion opportunity in mind. According to Hoxsey (2010), job satisfaction and promotion of talent are strongly related. When an individual believes the organization is fairly recognizing employees who deserve promotion and praise, they are more likely to report job satisfaction (Hoxsey, 2010). Knowing that there are opportunities to be offered in the workplace will motivate employees to

work productively each day, especially with the support of their coworkers when they are mutually supporting and recognizing each other's hard work (Lutgen-Sandvik et al., 2011).

Fletcher and Nusbaum (2009) used the Competitive Work Environment 15-item scale to measure recognition and appreciation and found that recognition is positively related to self-perceptions of supervisor ratings of performance. Those who claim to typically receive recognition, appreciation, or general social support from coworkers and top management will most likely be satisfied with their job, feel committed to their role, and look forward to advancement opportunities.

H7: It is expected that recognition and appreciation will emerge as a significant predictor for all groups. Positive ratings about employee recognition will be positively related to job satisfaction. A significant positive relationship between recognition and job satisfaction is expected across all groups.

H8: It is expected that there will be a significant positive relationship between promotion of talent (advancement opportunities) and job satisfaction across all three groups.

Coworker Relationships and Communication

Coworker interactions are valued most by Millennials (Myers & Sadaghiani, 2010). Most Millennials, who are today the majority of adults entering the workplace, look for social satisfaction everywhere they go (Twenge, 2010). Sharing goals and knowledge probably makes their workplace environment more satisfying and therefore, more enjoyable. These types of interactions keep employees engaged by facilitating communication and networking opportunities (Alarcon et al., 2010). The ongoing social interaction is a good source of positive emotions and good productivity (Lutgen-Sandvik et al., 2011). Millennials entering the workplace desire good quality communication between their supervisors and themselves including feedback from

supervisors and trust in the employee to allow him or her to carry out important tasks and possibly be highly involved in decision-making (Myers & Sadaghiani, 2010).

In the study by Lutgen-Sandvik and colleagues (2011), employees across generations commented that they like to view their workplace as a big family, and that close relationships between employees and employers are key to a strong communication and organizational success. They enjoy the opportunity of being themselves at work and expect social events promoted by the organization every once in a while to enhance peer interactions and social relationships. Some people also desire to work independently, and believe that they are more productive when working alone (Twenge, 2010). It is certainly something to consider, because each employee's level of comfort with social interactions is connected with their level of engagement, which could predict job satisfaction (O'Driscoll and Randall, 1999).

H9: It is expected that coworker relationships and communication will emerge as a significant predictor for all groups. Positive coworker relationships and clear communication will be positively related to job satisfaction. A significant positive relationship between coworker relationships, communication and job satisfaction in all groups is expected.

Current Study

Considering the aforementioned factors that play a role in predicting employee engagement, it is vital for organizations to bear them in mind in order to create a rewarding place of work for its employees. Although previous research has shown concise data about the differences between what Baby Boomers and Millennials value within a workplace, not much work had been done to examine what the most common engagement predictors are today across different age groups, considering the newest generation born after Millennials, which is mainly made up of current college students. College students might lean towards the same predictors that

Millennials claim to be factors of engagement, however, some might also claim other ones to be important for them in their job. Since there is not enough information about the possible newest generation, current research focused on the college students and workers of today who are employed, and see how the perception of these different predictors varies between them. Current research also studied Baby Boomers and Millennials, and expected to find consistencies between previous and new research.

The purpose of this study was to focus on the predictors that, according to the reviewed literature, were strongly valued by Baby Boomers and Millennials, showing they are valid predictors according to the age of the group in question. Furthermore, see how the outcomes of these predictors have an effect on the variables of job satisfaction, turnover intention and consequently organizational commitment.

I expected to find that the predictors that are valued mostly by Millennials, would be valued mostly by the newer generation of today as well. I also expected to find consistencies between previous research and new research in terms of Baby Boomer and Millennials preferences and opinions of what predicts employee engagement and what keeps them committed to their job.

Method

Data from college students and the general public was collected and used to perform the proposed study. Students from the University of North Georgia and current workers were encouraged to participate in the study in order to collect enough data. Data was collected via a survey through the Internet assessing each individual's perceptions about several engagement predictors. The total of 136 participants included 16 Baby Boomers, 20 NCMs and 100 CMs. At the beginning, participants were asked whether they were currently employed or not. When individuals answered yes, they proceeded to answer basic demographics including age, nationality,

country they are currently working at, occupation, education level, job sector, position/role, time they have been in their current job, how long they have been working there and finally they were asked to mark whether they worked full-time or part-time. Then, participants answered self-report questions on benefits and rewards, personal use of the Internet, role clarity, recognition and appreciation, coworker relationships and communication. Participants had the opportunity to first read an informed consent, acknowledge the consent if they still desired to continue participating, and finally answered the survey questions. The study utilized a snowball methodology to generate responses.

Questionnaire

Benefits and Rewards. O’Driscoll and Randall’s (1999) 16-item scale (α : .940) was used to measure the attitudes participants have towards intrinsic benefits and rewards. Items were rated on a 7-point Likert scale ranging from 1 (very dissatisfied) to 7 (very satisfied). Specific items from this scale were chosen to represent specific predictors. For example, variety in work assignments, which is an intrinsic reward, was measured with one item from the scale. The item participants were asked to rate to measure this predictor was “Variety in my work”. The Job Satisfaction Survey (Spector, 1995) (α : .721) was used to measure the attitudes participants have towards extrinsic benefits and rewards. The survey consisted of 36 items rated on a 6-point Likert scale ranging from 1 (disagree very much) to 6 (agree very much). Specific subscales from this survey were used to test specific predictors as well.

Personal Use of the Internet. A modified version of the questionnaire developed by Teo, Lim, and Lai (1999) was used in this study (α : .904). The section consisted of a 5-item scale that measured the participants’ perceived usefulness of the Internet during work. Items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and with statements

such as “Using the Internet improves my work performance” and “Using the Internet provides me with information that would lead to better decisions”.

A 2-item questionnaire was also constructed to assess the personal use of the Internet predictor. The 2 items were rated on a 5-point Likert scale ranging from 1 (very unclear) to 5 (very clear) with the following statements: “Use of the Internet for personal reasons should be strictly allowed at any job” and “Use of the Internet for personal reasons should be allowed at any job”.

Role Clarity. A modified version of the Role Clarity Index (Lyons, 1971) was used to measure this predictor (α : .577). The index consisted of 2 items, which were rated on a 5-point Likert scale ranging from 1 (very unclear) to 5 (very clear). The items included in the scale were: “How clear are you about the limits of your authority in your present job?” and “In general, how clearly defined are the policies and the various rules and regulations of the hospital that affect your job?”.

The 12-item Role Ambiguity questionnaire (Rizzo, House, & Lirtzman, 1970) was also used to measure role clarity (α : .879) considering that the absence of role ambiguity would generally mean there is role clarity. Participants were asked to indicate the degree to which the condition exists for them on a 7-point Likert scale ranging from 1 (very false) to 7 (very true) and with statements such as “Clear, planned goals and objectives for my job” and “I know what my responsibilities are”.

Recognition. Fletcher and Nusbaum’s (2009) Competitive Work Environment 15-item scale (α : .947) was used to measure recognition and appreciation. Items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and with statements such as “My workplace has a formal employee recognition program”. The Job Satisfaction Survey (Spector, 1995) (α : .721) was used to measure the attitudes participants have towards advancement

opportunities in the workplace. The survey consisted of 36 items rated on a 6-point Likert scale ranging from 1 (disagree very much) to 6 (agree very much). A specific subscale from this survey was used to test this specific predictor.

Advancement Opportunities. The Job Satisfaction Survey (Spector, 1995) (α : .721) was used to measure the attitudes participants have towards advancement opportunities. The survey consisted of 36 items rated on a 6-point Likert scale ranging from 1 (disagree very much) to 6 (agree very much). A subscale from this survey was used to test this specific predictor.

Coworker Relationships and Communication. O'Driscoll and Randall's (1999) 16-item scale (α : .940) was used to measure the attitudes participants have towards coworker relationships and communication. Items were rated on a 7-point Likert scale ranging from 1 (very dissatisfied) to 7 (very satisfied). Specific items from this scale were chosen to represent this specific predictor. For example, items such as "Relations with my coworkers", and "The way my boss handles his/her subordinates" were used to measure this predictor.

Job Satisfaction. The Job Satisfaction Survey (Spector, 1995) (α : .721) was used to measure how satisfied participants are with their current jobs. The survey consisted of 36 items rated on a 6-point Likert scale ranging from 1 (disagree very much) to 6 (agree very much) and included statements such as "I sometimes feel my job is meaningless" and "My supervisor is unfair to me".

Turnover Intention. A Turnover Intention Scale (Walsh, Ashford, and Hill, 1985) (α : .887) was used to measure the possible intentions participants may have of leaving their job, or otherwise the degree to which they want to stay in their job for a longer period of time. The scale consisted of 3 items which were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and included the following statements: "As soon as I can find a better job, I will

leave this one”, “I am actually looking for a job in a different organization” and “I am seriously thinking about quitting my job”.

Organizational Commitment. The 8-item Affective Commitment Subscale (α : .849) and the 8-item Continuance Commitment Subscale (α : .287) from the 24-item Organizational Commitment Scale (Allen and Meyer, 1990) were used to measure the level of commitment participants have with their current organizations. All items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Affective Commitment Scale included items such as “I would be very happy to spend the rest of my career with this organization”, and the Continuance Commitment Scale included others such as “I am not afraid of what might happen if I quit my job without having another one lined up”.

The Statistical Packet for the Social Sciences (SPSS) program was used to run the data and further analyze it, linking some predictors with job satisfaction, and organizational commitment, and the absence of other predictors as reasons for turnover intention through correlations.

Results

Linear regressions were analyzed to determine the type of relationships that exist between the predictors of employee engagement and the dependent variables, including job satisfaction, turnover intention and organizational commitment. Those surveyed were divided by age into 3 groups Baby Boomers (16), NCMs (20) and CMs (100) in order to compare them.

Benefits and Rewards

In order to test hypotheses 1 and 2, a regression model that included extrinsic rewards (pay, physical working conditions, and social relationships) and commitment levels was created. The

regression model of the relationship between extrinsic rewards and commitment in Baby Boomers $R^2=.409$, $F(3,12)=2.773$, $p=.087$, and NCMs $R^2=.263$, $F(3,16)=1.905$, $p=.170$ did not appear to explain a significant proportion of the variance. However, the regression model explaining the relationship between extrinsic rewards and commitment in CMs $R^2=.244$, $F(3,96)=10.320$, $p=.000$ did explain a significant proportion of the variance.

In order to measure people's perception on pay, results of a subscale from the Job Satisfaction Questionnaire (Spector, 1995) that measures pay ($\alpha: .788$) was correlated with organizational commitment. The subscale consisted of 4 items which were: "I feel I am being paid a fair amount for the work I do", "Raises are too few and far between", "I feel unappreciated by the organization when I think about what they pay me", and "I feel satisfied with my chances for salary increases". The second and third items were reverse scored. From the results, it was found that pay $b=.029$, $t(12)=1.56$, $p=.879$ was not a significant predictor of organizational commitment among Baby Boomers ($r=.203$). The attitude of Baby Boomers towards pay was not significantly related to how committed they were to an organization. Pay $b=-.194$, $t(16)=-1.453$, $p=.166$ was also not significantly related to organizational commitment levels among NCMs ($r=-.044$) determining that pay didn't predict the level of commitment they have with an organization either. However, there was a significant correlation in terms of how CMs' view of pay $b= .122$, $t(96)=2.365$, $p=.020$ affects their level of commitment ($r=.370$) The more satisfied CMs are with their pay, the more committed they will be to an organization.

In order to measure people's perception on the effect physical working conditions have at work, results of a subscale from the Job Satisfaction Questionnaire (Spector, 1995) that measures operating conditions ($\alpha: .469$) was correlated with organizational commitment. The subscale consisted of 4 items which were: "Many of our rules and procedures make doing a good job

difficult”, “My efforts to do a good job are seldom blocked by red tape”, “I have too much to do at work”, and “I have too much paperwork.” The first, third and fourth items were reverse scored. Physical working conditions $b=-.178$, $t(12)=-.898$, $p=.387$ was not a significant predictor of organizational commitment among Baby Boomers ($r=.093$). Baby Boomers’ level of commitment was not determined by the quality of working conditions they experience. Physical working conditions as perceived by NCMs $b=.043$, $t(16)=.320$, $p=.753$ were also not significantly related to their organizational commitment levels ($r=.063$). In other words, how they feel about the physical working conditions of the organization does not determine how committed they are with it. There was also a non-significant relationship in terms of how CMs’ perception of physical working conditions $b= -.137$, $t(96)=-1.656$, $p=.101$ affects their level of commitment ($r=.166$). In all cases, the generational groups showed no significant relationship between their perception of physical working conditions and their level of commitment to an organization.

In order to measure people’s attitude toward social relationships at work, results of a subscale from the Job Satisfaction Questionnaire (Spector, 1995) that measures coworker relationships ($\alpha: .778$) was correlated with organizational commitment. The subscale consisted of 4 items which were: “I like the people I work with”, “I find I have to work harder at my job because of the incompetence of people I work with”, “I enjoy my coworkers”, and “There is too much bickering and fighting at work”. The second and fourth items were reverse scored. Social relationships, $b=.524$, $t(12)=2.717$, $p=.019$ were a significant predictor of organizational commitment among Baby Boomers ($r=.598$). When questioned, Baby Boomers expressed that social relationships were in fact an important factor in their commitment to an organization. Social relationships, $b=.328$, $t(16)=2.325$, $p=.034$ was also significantly related to organizational commitment levels among NCMs ($r=.395$). NCMs’ level of commitment was somewhat

determined by the presence of social relationships at work. There was also a significant correlation in terms of how CMs' view of social relationships at work $b = .237$, $t(96) = 3.685$, $p = .000$ affects their level of commitment with an organization ($r = .435$). Having positive social relationships with co-workers increased the level of commitment CMs had with an organization. The results are presented in Appendix A, A.1. Table 1.

Hypothesis 1 was partially supported as there appeared to be significant positive relationships in all groups between social relationships, which is an extrinsic reward, and their level of commitment. However, pay and physical working conditions as extrinsic rewards related to commitment were not significantly supported. Pay only appeared to be significantly correlated to commitment among CMs but not in Baby Boomers and NCMs. Physical working conditions was not significantly correlated to commitment in any of the 3 groups. Hypothesis 2 was also partially supported as in the case of social relationships, NCMs and CMs did appear to have similar mindsets in terms of how they value social relationships at work.

In order to test hypothesis 3, a regression model which included intrinsic rewards (autonomy, job challenge, and constant variety in work assignments) and commitment levels was created. The regression model of the relationship between intrinsic rewards and commitment in Baby Boomers $R^2 = .140$, $F(4,10) = .406$, $p = .801$, and NCMs $R^2 = .272$, $F(4,15) = 1.400$, $p = .281$ did not appear to explain a significant proportion of the variance. However, the regression model explaining the relationship between intrinsic rewards and commitment in CMs $R^2 = .351$, $F(4,93) = 12.601$, $p = .000$ did explain a significant proportion of the variance.

In order to measure people's attitude toward autonomy at work, results of a subscale from the Benefits and Rewards Questionnaire (O'Driscoll and Randall, 1999) that measures job autonomy ($\alpha = .846$) was correlated with organizational commitment. The subscale consisted of 2

items which were: “Opportunities to use my skills and abilities”, and “Amount of freedom to decide how to do my work. From the results, it was found that autonomy $b=.123$, $t(10)=.545$, $p=.598$ was not a significant predictor of organizational commitment among Baby Boomers ($r=.043$). How Baby Boomers feel about how much autonomy they have at work was not related to how committed they are to an organization. Autonomy $b=.027$, $t(15)=.201$, $p=.843$ was also not significantly related to organizational commitment levels among NCMs ($r=.460$) determining that autonomy doesn’t predict the level of commitment they will have to an organization either. However, there was a significant correlation between the views that CMs have of autonomy $b=.192$, $t(93)=3.636$, $p=.000$ and their level of commitment ($r=.563$). The more autonomy that CMs are afforded the more committed they are likely to be to an organization.

In order to measure people’s attitude toward job challenge, the item “Amount of challenge in my job” from the Benefits and Rewards Questionnaire (O’Driscoll and Randall, 1999) was correlated with organizational commitment. Job challenge $b=-.371$, $t(10)=-.702$, $p=.499$ was not a significant predictor of organizational commitment among Baby Boomers ($r=-.077$). Baby Boomers’ level of commitment was not determined by how much their work challenges them. NCMs’ perception of job challenge $b=.150$, $t(15)=1.038$, $p=.315$ was also not significantly related to their organizational commitment levels ($r=.495$). In other words, the extent to which they feel their job challenges them did not determine how committed they are to it. There was also a non-significant relationship in terms of how CM’s view of job challenge $b=.051$, $t(93)=1.154$, $p=.251$ affects their level of commitment ($r=.436$). In this case, level of commitment was not determined by their view of the challenge their work poses them either.

In order to measure people’s attitude toward the variety in their work assignments, the item “Variety in my work” from the Benefits and Rewards Questionnaire (O’Driscoll and Randall,

1999) was correlated with organizational commitment. Variety in works assignments $b=.216$, $t(10)=.417$, $p=.685$ was not a significant predictor of organizational commitment among Baby Boomers ($r=-.033$). Baby Boomers' level of commitment is not determined by whether or not there is variety in their work assignments. Variety in works assignments as perceived by NCMs $b=-.062$, $t(15)=-.461$, $p=.652$ was also not significantly related to their organizational commitment levels ($r=.397$). In other words, how they feel about the variety they experience in their work did not determine how committed they are to an organization. There was also a non-significant correlation in terms of how CMs perceive variety in their work assignments $b=-.029$, $t(93)=-.630$, $p=.530$ and their level of commitment ($r=.417$). In this case, level of commitment was not determined by their view of how much variety they have in their everyday work assignments either. The results are presented in Appendix A, A.2. Table 2.

Hypothesis 3 was not supported, as there did not appear to be any significant relationships in Baby Boomers between autonomy, job challenge, variety in work assignments and levels of commitment. The relationships between job challenge and variety in work assignments with commitment among Baby Boomers were not significant, but contrary to what was expected, these relationships appeared to be negative ones. Hypothesis 4 was partially supported as, even though there were no significant relationships among NCMs and CMs in terms of job challenge and variety in work assignments in relation to commitment, there was a significant relationship between College Millennials and autonomy indicating that they strongly value the level of autonomy they have and it certainly predicts their level of commitment with the organization.

Personal Use of Internet

In order to test hypotheses 4 and 5, a regression model that included Job Satisfaction and personal use of the Internet was created. The regression model of the relationship between personal

use of the Internet at work and job satisfaction in Baby Boomers $R^2=.105$, $F(1,14)=1.643$, $p=.221$, and NCMs $R^2=.059$, $F(1,20)=1.244$, $p=.278$ did not appear to explain a significant proportion of the variance. However, the regression model explaining the relationship between personal use of the Internet at work and job satisfaction in CMs $R^2=.099$, $F(1,98)=10.726$, $p=.001$ did explain a significant proportion of the variance.

From the results, it was found that the personal use of the Internet at work $b=-.437$, $t(14)=-1.282$, $p=.221$ was not a significant predictor of job satisfaction among Baby Boomers ($r=-.324$). The opinion of Baby Boomers regarding personal use of the Internet was not related to their job satisfaction. Personal use of Internet $b=.171$, $t(20)=1.115$, $p=.278$ was also not significantly related to Job Satisfaction among NCMs ($r=.242$). This group does not consider personal Internet usage a determining factor in the satisfaction they get from their job. However, there was a significant correlation in terms of how CMs view the use of Internet for personal reasons at work $b=.266$, $t(98)=3.275$, $p=.001$ and how this enhances their job satisfaction ($r=.314$). CMs are more satisfied in their work when they are allowed to use the Internet for personal reasons in the workplace. The results are presented in Appendix A, A.3. Table 3.

Hypothesis 4 was partially supported. Even though there was no significant relationship between personal use of Internet and job satisfaction among NCMs, there was a significant positive relationship among CMs. Hypothesis 5 was not supported as there was a negative relationship among Baby Boomers in terms of personal use of Internet and job satisfaction. However, this relationship did not appear to be significant.

Role Clarity

In order to test hypotheses 6, a regression model that included role clarity and job satisfaction was created. To measure role clarity, the Role Ambiguity Questionnaire (Rizzo,

House, & Lirtzman, 1970) and the 2 items from the Role Clarity Index (Lyons, 1971) which were: “How clear are you about how much authority you are given in your present job”, and “In general, how clearly defined are the policies and the various rules and regulations that affect your job” were correlated with job satisfaction and turnover intentions. The regression model of the relationship between role clarity and job satisfaction in Baby Boomers $R^2=.615$, $F(1,14)=22.380$, $p=.000$, NCMs $R^2=.209$, $F(1,20)=5.288$, $p=.032$ and CMs $R^2=.348$, $F(1,98)=52.301$, $p=.000$ appeared to explain a significant proportion of the variance.

From the results, it was found that role clarity $b=.821$, $t(14)=4.731$, $p=.000$ was a significant predictor of job satisfaction among Baby Boomers ($r=.784$). The amount of clarity Baby Boomers have in their job role and assignments was significantly related to how satisfied they are with their jobs. Role clarity $b=.507$, $t(20)=2.300$, $p=.032$ was not significantly related to job satisfaction among NCMs ($r=.457$). That is to say that how clearly their role is understood within an organization is not related to their job satisfaction. There was a significant correlation among CMs between Role Clarity $b=.539$, $t(98)=7.232$, $p=.000$ and job satisfaction ($r=.590$). CMs tend to be more satisfied with their jobs when they are clear about their role and work assignments. The results are presented in Appendix A, A.4. Table 4.

In order to test hypotheses 6, another regression model that included role clarity and turnover intentions was created. The regression model of the relationship between role clarity and turnover intentions in Baby Boomers $R^2=.000$, $F(1,14)=.006$, $p=.942$, and NCMs $R^2=.027$, $F(1,19)=.531$, $p=.475$ did not appear to explain a significant proportion of the variance. However, the regression model explaining the relationship between role clarity and turnover intentions in CMs $R^2=.118$, $F(1,98)=13.077$, $p=.000$ did explain a significant proportion of the variance.

From the results, it was found that role clarity $b=-.035$, $t(14)=-.074$, $p=.942$ was not a significant predictor of turnover intentions among Baby Boomers ($r=-.020$). The amount of clarity Baby Boomers have in their responsibilities of their role and assignments is not related to their intentions of leaving an organization. Role clarity $b=-.276$, $t(19)=-.729$, $p=.475$ was also not significantly related to turnover intentions among NCMs ($r=-.165$). In other words, how clear they are with their role in the organization doesn't determine the possibility that they will leave the organization. However, there was a significant correlation among CMs where lack of role clarity $b=-.442$, $t(98)=-3.616$, $p=.000$ increases their intentions to leave an organization ($r=-.343$). CMs are more likely to leave an organization if they are not clear about their job role and assignments. The results are presented in Appendix A, A.5. Table 5.

Hypothesis 6 was partially supported. There was a significant positive relationship between role clarity and job satisfaction among Baby Boomers and CMs but a non-significant relationship among NCMs. There was also a significant negative relationship between role clarity and turnover intentions among CMs but non-significant relationships among Baby Boomers and NCMs.

Recognition and Appreciation (Advancement Opportunities)

In order to test hypothesis 7, a regression model that included recognition and job satisfaction was created. The regression model of the relationship between recognition and job satisfaction in Baby Boomers $R^2=.080$, $F(1,14)=1.210$, $p=.290$, and NCMs $R^2=.000$, $F(1,20)=.000$, $p=.999$ did not appear to explain a significant proportion of the variance. However, for CMs, $R^2=.239$, $F(1,98)=30.858$, $p=.000$ it did explain a significant proportion of the variance.

From the results, it was found that recognition for Baby Boomers $b=-.299$, $t(14)=-1.100$, $p=.290$, $r=-.282$ and NCMs $b=.000$, $t(20)=-.002$, $p=.999$, $r=.000$ was not a significant predictor of

job satisfaction. However, for CMs $b=-.449$, $t(98)=-5.555$, $p=.000$, $r=-.489$ recognition appeared to be a significant predictor of job satisfaction. The more recognized CMs are in their jobs about things like work performance, the more satisfied they will be. The results are presented in Appendix A, A.6. Table 6.

Hypothesis 7 was partially supported. Even though there didn't appear to be any significant relationships between recognition and job satisfaction among Baby Boomers and NCMs, CMs did show that recognition counts as a predictor for job satisfaction among their group.

In order to test hypothesis 8, a regression model that included advancement opportunities and job satisfaction was created. In order to measure people's perception on advancement opportunities, results of a subscale from the Job Satisfaction Questionnaire (Spector, 1995) that measures promotion ($\alpha: .778$) was correlated with job satisfaction. The subscale consisted of 4 items which were: "There is really too little chance for promotion on my job.", "Those who do well on the job stand a fair chance of being promoted.", "People get ahead as fast here as they do in other places.", and "I am satisfied with my chances for promotion.". The first item was reverse scored. The regression model of the relationship between advancement opportunities and job satisfaction in Baby Boomers $R^2=.442$, $F(1,14)=11.108$, $p=.005$, NCMs $R^2=.584$, $F(1,20)=28.071$, $p=.000$ and CMs $R^2=.469$, $F(1,98)=86.455$, $p=.000$ did explain a significant proportion of the variance.

From the results, it was found that the advancement opportunities for Baby Boomers $b=.559$, $t(14)=3.333$, $p=.005$, $r=.665$, NCMs $b=.492$, $t(20)=5.298$, $p=.000$, $r=.764$ and CMs $b=.507$, $t(98)=9.298$, $p=.000$, $r=.685$ were a significant predictor of job satisfaction across all groups. The more advancement opportunities that exist in their jobs, the more satisfied they will

be. In this case, hypothesis 8 was fully supported. The results are presented in Appendix A, A.7. Table 7.

Coworker Relationships and Communication

In order to test hypotheses 9, a regression model that included coworker relationships and communication and job satisfaction was created. In order to measure people's attitude toward the coworker relationships and communication, results of a subscale from the Benefits and Rewards Questionnaire (O'Driscoll and Randall, 1999) that measures relationships and communication ($\alpha: .799$) was correlated with job satisfaction. The subscale consisted of 3 items which were: "Relations with my coworkers", "The way my boss handles his/her subordinates", and "Support from others". The regression model of the relationship between coworker relationships and communication and job satisfaction in Baby Boomers $R^2=.094$, $F(1,14)=1.458$, $p=.247$ did not appear to explain a significant proportion of the variance. The regression model explaining the relationship between coworker relationships and communication and job satisfaction in NCMs $R^2=.434$, $F(1,20)=15.323$, $p=.001$ and CMs $R^2=.510$, $F(1,98)=102.056$, $p=.000$ did explain a significant proportion of the variance.

From the results, it was found that coworker relationships and communication $b=.133$, $t(14)=1.207$, $p=.247$ was not a significant predictor of job satisfaction among Baby Boomers ($r=.307$). For Baby Boomers, having relationships with coworkers and a good communication in general was not significantly related to their level of job satisfaction. However, coworker relationships and communication $b=.397$, $t(20)=3.914$, $p=.001$ was significantly related to job satisfaction among NCMs ($r=.659$). NCMs value relationships and communication with coworkers, and these factors do enhance their job satisfaction. Coworker relationships and communication $b=.456$, $t(98)=10.102$, $p=.000$ was also significantly related to job satisfaction

among CMs ($r=.714$). The more relationships and the better communication that CMs have with coworkers, the more satisfied they would be within their job. The results are presented in Appendix A, A.8. Table 8.

Hypothesis 9 was partially supported. There was no significant relationship between coworker relationships and communication and job satisfaction among Baby Boomers. However, there appeared to be significant positive relationships between coworker relationships and communication and job satisfaction among NCMs and CMs.

Discussion

Benefits and Rewards with Organizational Commitment

The current data does not entirely support earlier findings concerning the relationship between extrinsic rewards and organizational commitment among Millennials (Rouse, 2004). Current research suggests that pay and physical working conditions do not predict the level of organizational commitment of Millennials. This is contrary to previous research, which had suggested that extrinsic rewards are significantly related to the organizational commitment of Millennials (Caldwell et al., 1990). In terms of Baby Boomers, current data supports previous research regarding the extent to which this generation does not value extrinsic rewards as much as Millennials do (Caldwell et al., 1990). In this case, Baby Boomers do not consider pay and physical working conditions to be important predictors of the level of commitment to an organization. According to current research, CMs perceive pay to be an important predictor to determine their commitment to an organization as opposed to physical working conditions. CMs' organizational commitment appears to be determined more so by pay than physical working conditions, which don't seem to significantly contribute to commitment. On a different note, current research shows that Baby Boomers, NCMs and CMs perceive social relationships as an important predictor of

their organizational commitment, a finding that was partially presented in previous research. Previous research demonstrated that Millennials tend to value social relationships more than Baby Boomers do, since it is considered an extrinsic reward. However, in previous research, social relationships were not linked to the commitment levels of Baby Boomers, something that is shown to exist in current research.

The current data does not entirely support earlier findings concerning the relationship between intrinsic rewards and organizational commitment among Baby Boomers (Lutgen-Sandvik, Riforgiate & Fletcher, 2011; Rouse, 2004; Schullery, 2013). Current research suggests that perceived autonomy, job challenge and variety in work assignments do not predict the level of organizational commitment of Baby Boomers. This is contrary to previous research, which had suggested that job autonomy and other such intrinsic rewards are significantly related to the organizational commitment of Baby Boomers (Rouse, 2004; Schullery, 2013). In terms of NCMs and CMs, current data supports previous research regarding the extent to which the Millennial generation does not value intrinsic rewards as much as Baby Boomers do (Rouse, 2004). According to current research, NCMs do not perceive autonomy, job challenge, and variety in work assignments as important factors that determine their commitment to an organization. CMs' organizational commitment also does not appear to be determined by job challenge and variety in work assignments. However, current research shows that CMs do perceive autonomy as an important predictor of their organizational commitment, a finding that was not presented in previous research.

Personal Use of the Internet with Job Satisfaction

The current data partially supports earlier findings concerning the relationship between personal use of the Internet at work and job satisfaction among Millennials (Myers and Sadaghiani,

2010). Current research suggests that being allowed to use the Internet for personal reasons during working hours predicts how satisfied CMs are with their job. This supports previous research, which suggests that Millennials, who have grown up in an age of digital technology, find more positive than negative outcomes when it comes to using the Internet at work for personal reasons. This was not the case for NCMs, who in current research did not show a link between their level of job satisfaction and their opinions on using the Internet for personal reasons at work. In terms of Baby Boomers, current data supports previous research in relation to the extent to which this generation does not value the use of Internet for personal reasons at work as much as Millennials do (Elias, Smith & Barney, 2012).

Role Clarity with Job Satisfaction

The current data does not entirely support earlier findings concerning the relationship between role clarity at work and job satisfaction among all generations, where role clarity was highly valued by both Baby Boomers and Millennials when it comes to predicting how satisfied they are with their jobs (Alarcon et al., 2010; Mendes & Stander, 2011; Panaccio & Vandenberghe, 2011; Twenge, 2010). Current research suggests that being clear about one's role and tasks at work predicts how satisfied Baby Boomers and CMs are with their job. This supports previous research, which suggests this tendency among both generations (Twenge, 2010). This was not the case for NCMs however, who in current research did not show a link between their level of job satisfaction and their desire to be clear about their position and role in the organization. This is contrary to previous research, which suggested that role clarity is significantly related to the job satisfaction of Millennials (Twenge, 2010). Whereas role clarity seemed to predict job satisfaction in Baby Boomers and CMs, it did not predict satisfaction in NCMs, therefore, not entirely supporting previous research as expected.

Role Clarity with Turnover Intentions

The current data does not entirely support the hypothesis concerning the relationship between role clarity and turnover intentions among all generations. When individuals are satisfied with their jobs, it is unlikely that turnover intentions will increase. However, without clear instructions employees might not engage as much in their work and might resort to looking for other work options elsewhere (Alarcon et al., 2010). Current research suggests that being clear about one's role and tasks at work predicts the turnover intentions of CMs, but not those of NCMs and Baby Boomers. This is, in part, contrary to previous research, which suggested that role clarity was significantly related to turnover intentions of both the Baby Boomer and Millennial generation (Alarcon et al., 2010). Current research shows how the more clear CMs are with their tasks, the less inclined they are to quit their job and seek employment opportunities elsewhere. This was not the case for NCMs and Baby Boomers, however, where the relationships did not appear significant.

Recognition and Appreciation (Advancement Opportunities) with Job Satisfaction

The current data does not entirely support earlier findings concerning the relationship between recognition at work and job satisfaction among all generations, where it was shown that recognition was a crucial aspect rated highly by Millennials and Baby Boomers when it comes to job satisfaction (Lutgen-Sandvik et al., 2011). Current research suggests that being recognized with reference to personal projects and accomplishments in the workplace is significantly more important to CMs than it is to NCMs and Baby Boomers, as it predicts their level of job satisfaction in the organization. Whereas recognition seemed to predict job satisfaction in CMs, it did not predict satisfaction in NCMs and Baby Boomers, therefore, not entirely supporting previous research as expected.

The current data entirely supports earlier findings concerning the relationship between advancement opportunities and job satisfaction among all generations, where it was shown that when an employee realizes the organization is fairly recognizing those who deserve promotion, they are more likely to report high job satisfaction (Hoxsey, 2010). Current research suggests that Baby Boomers, NCMs and CMs all perceive the availability of leadership positions and existent promotion opportunities as a strong predictor of job satisfaction. The more they believe that their hard work and engagement will be readily rewarded with promotion, the more satisfied they will be and the more positive outcomes they will bring for the organization.

Coworker Relationships and Communication with Job Satisfaction

The current data does not entirely support earlier findings concerning the relationship between coworker relationships and communication and job satisfaction among all generations, where it was shown that work relationships and communication were rated highly by Millennials and Baby Boomers when it comes to job satisfaction (Lutgen-Sandvik et al., 2011). Current research suggests that having good relationships with your coworkers, good communication with Upper Management, and receiving support from others was important to NCMs and CMs. This was not the case for Baby Boomers however, who in current research did not show a link between their level of job satisfaction and their desire to have good coworker relationships and communication. Whereas coworker relationships and communication seemed to predict job satisfaction in NCMs and CMs, it did not predict satisfaction in Baby Boomers, therefore, not entirely supporting previous research as expected.

Implications and Future Research

The constant significance among the CM group could be accounted for the fact that this age group was the largest surveyed out of the three groups. The survey was taken by 100 CMs,

compared to the small groups of 16 Baby Boomers and 20 NCMs. Perhaps future research could be focused on larger sample sizes in order to account for a larger proportion of the population. Some of the results from this study were taken from small portions of complete surveys. Future research could use more complete versions of surveys per predictor in order to have more questions and responses per survey and hopefully get more generalized results.

Conclusion

Besides supporting some of the previous research from where current research was based on, current findings aimed at expanding the understanding of the importance of certain predictors in workplace scenarios. Not only taking into account these and other predictors should be important, but also considering the age of employees and in some cases their needs and work situations. As previous and current research noted, generational differences do tend to impact the extent on the different ways in which individuals can engage at work. By taking into account these differences, organizations could improve their workplace environments by making it suitable and satisfying for their employees. By working in pleasant environments, individuals will be more likely to be engaged and the organization will most likely reap the long-term benefits, such as future organizational success.

Appendix A.

A.1. Table 1

Summary of Regression Analysis for Extrinsic Rewards predicting Organizational Commitment (N=136)

Generation	Predictor	B	SE(B)	R²
Baby Boomers	Pay	0.29	.187	.409
	PWC	-.178	.198	
	SR	.524*	.193	
NCMs	Pay	-.194	.134	.263
	PWC	.043	.135	

CMs	SR	.328*	.141	.244**
	Pay	.122*	.052	
	PWC	-.137	.083	
	SR	.237**	.064	

Baby Boomers: $R^2 = .409$, $F = 2.773$, $p = .087$

NCMs: $R^2 = .263$, $F = 1.905$, $p = .170$

CMs: $R^2 = .244$, $F = 10.320$, $p = .000$

* $p < .05$. ** $p < .01$

A.2. Table 2

Summary of Regression Analysis for Intrinsic Rewards predicting Organizational Commitment (N=136)

Generation	Predictor	B	SE(B)	R ²
Baby Boomers	Autonomy	.123	.226	.140
	Job Challenge	-.371	.529	
	Variety in Work	.216	.519	
NCMs	Autonomy	.027	.135	.272
	Job Challenge	.150	.144	

CMs	Variety in Work	-.062	.135	.351**
	Autonomy	.192**	.053	
	Job Challenge	.051	.045	
	Variety in Work	-.029	.047	

Baby Boomers: $R^2 = .409$, $F = 2.773$, $p = .087$

NCMs: $R^2 = .263$, $F = 1.905$, $p = .170$

CMs: $R^2 = .409$, $F = 10.320$, $p = .000$

* $p < .05$. ** $p < .01$

A.3. Table 3

Summary of Regression Analysis for Personal Use of Internet predicting Job Satisfaction (N=136)

Generation	Predictor	B	SE(B)	R ²
Baby Boomers	Internet	-.437	.341	.105
NCMs	Internet	.171	.153	.059
CMs	Internet	.266**	.081	.099**

Baby Boomers: $R^2 = .105$, $F = 1.643$, $p = .221$

NCMs: $R^2 = .059$, $F = 1.244$, $p = .278$

CMs: $R^2 = .099$, $F = 10.726$, $p = .001$

*p < .05. ** p < .01

A.4. Table 4

Summary of Regression Analysis for Role Clarity predicting Job Satisfaction (N=136)

Generation	Predictor	B	SE(B)	R²
Baby Boomers	Role Clarity	.821**	.173	.615**
NCMs	Role Clarity	.507*	.220	.209*
CMs	Role Clarity	.539**	.074	.348**

Baby Boomers: R²= .615, F=22.380, p=.000

NCMs: R²= .209, F=5.288, p=.032

CMs: R²= .348, F=52.301, p=.000

*p < .05. ** p < .01

A.5. Table 5

Summary of Regression Analysis for Role Clarity predicting Turnover Intentions (N=136)

Generation	Predictor	B	SE(B)	R²
Baby Boomers	Role Clarity	-.035	.471	.000
NCMs	Role Clarity	-.276	.379	.027
CMs	Role Clarity	-.442**	.122	.118**

Baby Boomers: $R^2 = .000$, $F = .006$, $p = .942$

NCMs: $R^2 = .027$, $F = .531$, $p = .475$

CMs: $R^2 = .118$, $F = 13.077$, $p = .000$

* $p < .05$. ** $p < .01$

A.6. Table 6

Summary of Regression Analysis for Recognition and Appreciation predicting Job Satisfaction (N=136)

Generation	Predictor	B	SE(B)	R²
Baby Boomers	Recognition	-.299	.271	.080
NCMs	Recognition	.000	.170	.000
CMs	Recognition	-.449**	.081	.239**

Baby Boomers: $R^2 = .080$, $F = 1.210$, $p = .290$

NCMs: $R^2 = .000$, $F = .000$, $p = .999$

CMs: $R^2 = .239$, $F = 30.858$, $p = .000$

*p < .05. ** p < .01

A.7. Table 7

Summary of Regression Analysis for Advancement Opportunities predicting Job Satisfaction (N=136)

Generation	Predictor	B	SE(B)	R²
Baby Boomers	Advancement	.599**	.168	.442**
NCMs	Advancement	.492**	.093	.584**
CMs	Advancement	.507**	.054	.469**

Baby Boomers: R²= .442, F=11.108, p=.005

NCMs: R²=.584, F=28.071, p=.000

CMs: R²= .469, F=86.455, p=.000

*p < .05. ** p < .01

A.8. Table 8

Summary of Regression Analysis for Coworker Relationships and Communication predicting Job Satisfaction (N=136)

Generation	Predictor	B	SE(B)	R²
Baby Boomers	Coworker Relationships	.133	.110	.094
NCMs	Coworker Relationships	.397**	.101	.434**
CMs	Coworker Relationships	.456**	.045	.510**

Baby Boomers: $R^2 = .094$, $F = 1.458$, $p = .247$

NCMs: $R^2 = .434$, $F = 15.323$, $p = .001$

CMs: $R^2 = .510$, $F = 102.056$, $p = .000$

* $p < .05$. ** $p < .01$

Appendix B. Questionnaire

B.1. Demographics

1. Are you currently employed?
2. What country are you from?
3. In what country are you currently working?
4. Age
5. Are you a student?
6. If graduated, what is your level of education? (Associate's, Bachelor's, Master's, Ph.D)
7. What is your job sector?
8. Is this your first job?
9. What is your current position/role?
10. I currently work (Part-Time, Full-Time)
11. How long have you been in your current job?

B.2. Benefits and Rewards

We would like to know how satisfied you are with various aspects of your present job. Please select the number that best indicates how you feel about each of the following aspects of your work.

- 1 = very dissatisfied
- 2 = moderately dissatisfied
- 3 = slightly dissatisfied
- 4 = neither satisfied nor dissatisfied
- 5 = slightly satisfied
- 6 = moderately satisfied
- 7 = very satisfied
- N/A = not applicable to me

1. Financial Rewards (pay, fringe benefits)
2. Job Security
3. My workload
4. Opportunities for promotion/advancement
5. Relations with my coworkers
6. The way my boss handles his/her subordinates
7. Physical working conditions
8. Variety in my work
9. The competence of my supervisor
10. Amount of challenge in my job
11. Support from others
12. Opportunities to use my skills and abilities
13. The praise I got from doing a good job
14. Amount of freedom to decide how to do my work
15. The way organizational policies are put into practice
16. My job as a whole

B.3. Personal use of the Internet

Please indicate your agreement or disagreement with the following statements

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

1. Using the Internet improves my work performance
2. Using the Internet increases my work productivity
3. I find the Internet useful for my work
4. Using the Internet enhances my effectiveness in my work

5. Using the Internet provides me with information that would lead to better decisions
6. Use of the Internet for personal reasons should be strictly allowed at any job
7. Use of the Internet for personal reasons should be allowed at any job

B.4. Role Clarity

Please select the number that best indicates how clear you feel about each of the following aspects of your work.

- 1 = Very Unclear
- 2 = Unclear
- 3 = Neutral
- 4 = Clear
- 5 = Very Clear

1. How clear are you about how much authority you are given in your present job?
2. In general, how clearly defined are the policies and the various rules and regulations that affect your job?

Please indicate your agreement or disagreement with the following statements.

- 1 = strongly disagree
- 2 = moderately disagree
- 3 = slightly disagree
- 4 = neither agree or disagree
- 5 = slightly agree
- 6 = moderately agree
- 7 = strongly agree

1. I feel certain about how much authority I have
2. Clear, planned goals and objectives for my job
3. I am able to act the same regardless of the group I am with
4. I know that I have divided my time properly
5. I know what my responsibilities are
6. I have to “feel my way” in performing my duties
7. I feel certain about how I will be evaluated for a raise or promotion
8. I have just the right amount of work to do
9. I know that I have divided my time properly
10. I know exactly what is expected of me
11. Explanation is clear of what has to be done
12. I perform work that suits my values

B.5. Recognition

Please use the scale provided to rate the following items about how things are in your organization.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

1. My workplace has a formal employee recognition program (e.g., employee of the month)
2. No matter how well I perform, I am only appreciated if I do better than others
3. My supervisor only acknowledges the achievements of the best performers
4. Praises (e.g., “nice job”, pats on the back, smiles) are contingent on besting others
5. My supervisor praises accomplishments of winners
6. Only the best performers are praised by my supervisor
7. I am acknowledged for my accomplishments only when I outperform my coworkers
8. My coworkers and I are acknowledged for our accomplishments only when we outperform each other
9. If I outperform my coworkers, I will be known as the best
10. My accomplishments are only recognized if they are better than those of my coworkers
11. Recognition depends on performance relative to others
12. Good performance is only recognized when it is better than someone else’s performance
13. I must outperform others to be noticed by my superiors
14. My coworkers only recognize the success of the best employees
15. My achievements are routinely compared to those of my coworkers

B.6. Job Satisfaction

Please circle the one number for each question that comes closest to reflecting your opinion about it

- 1= Disagree very much
- 2= Disagree moderately
- 3= Disagree slightly
- 5= Agree moderately
- 6= Agree very much

1. I feel I am being paid a fair amount for the work I do
2. There is really too little chance for promotion on my job
3. My supervisor is quite competent in doing his/her job
4. I am not satisfied with the benefits I receive
5. When I do a good job, I receive the recognition for it that I should receive
6. Many of our rules and procedures make doing a good job difficult
7. I like the people I work with
8. I sometimes feel my job is meaningless

9. Communications seem good within this organization
10. Raises are too few and far between
11. Those who do well on the job stand a fair chance of being promoted
12. My supervisor is unfair to me
13. The benefits we receive are as good as most other organizations offer
14. I do not feel that the work I do is appreciated
15. My efforts to do a good job are seldom blocked by red tape
16. I find I have to work harder at my job because of the incompetence of people I work with
17. I like doing the things I do at work
18. The goals of this organization are not clear to me
19. I feel unappreciated by the organization when I think about what they pay me
20. People get ahead as fast here as they do in other places
21. My supervisor shows too little interest in the feelings of subordinates
22. The benefit package we have is equitable
23. There are few rewards for those who work here
24. I have too much to do at work
25. I enjoy my coworkers
26. I often feel that I do not know what is going on with the organization
27. I feel a sense of pride in doing my job
28. I feel satisfied with my chances for salary increases
29. There are benefits we do not have which we should have
30. I like my supervisor
31. I have too much paperwork
32. I don't feel my efforts are rewarded the way they should be
33. I am satisfied with my chances for promotion
34. There is too much bickering and fighting at work
35. My job is enjoyable
36. Work assignments are not fully explained

B.7. Turnover Intentions

Please use the scale provided to rate the following items about how things are in your organization.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

1. As soon as I can find a better job I will leave this one
2. I am actually looking for a job in a different organization
3. I am seriously thinking about quitting my job

B.8. Organizational Commitment

Please use the scale provided to rate the following items

- 1= Strongly Disagree
- 2= Moderately Disagree
- 3= Neutral
- 4= Moderately Agree
- 5= Strongly Agree

1. I would be very happy to spend the rest of my career with this organization
2. I enjoy discussing about my organization with people outside it
3. I really feel as if this organization's problems are my own
4. I think that I could easily become as attached to another organization as I am to this one
5. I do not feel like 'part of the family' at my organization
6. I do not feel 'emotionally attached' to this organization
7. This organization has a great deal of personal meaning for me
8. I do not feel a 'strong' sense of belonging to my organization
9. I am not afraid of what might happen if I quit my job without having another one lined up
10. It would be very hard for me to leave my organization right now, even If I wanted to
11. Too much in my life would be disrupted if I decided to leave my organization now
12. It wouldn't be too costly for me to leave my organization now
13. Right now, staying with my organizations is a matter of necessity as much as desire
14. I feel that I have very few options to consider leaving this organization
15. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives
16. I would be very happy to spend the rest of my career with this organization

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