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## **Influence of Generation Y Characteristics on Job Satisfaction: The Case of Virtual City Limited**

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# Influence of Generation Y Characteristics on Job Satisfaction: The Case of Virtual City Limited

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## Abstract

The research objective of this study was to examine how the characteristics of generation Y influences their job satisfaction. The study's focus was on Virtual City Limited. The study sought to: determine how being tech savvy influences job satisfaction, examine how job-hopping affects job satisfaction, and determine the relationship between being self-confident and job satisfaction. The research design employed for the study was survey research design. The target population for this study was all employees who worked at Virtual City Limited and were 73 in total. The sampling frame for this study was the official list of all employees at Virtual City Limited and was obtained from the organization's HR department. Stratified sampling was used to generate the sample size because it ensured that all employee categories (management and regular staff) were represented in the study. For this study, the researcher selected 70% of the population elements from each study strata to give the study a sample size of 51 employees. Primary data was collected by the use of a self-administered questionnaire. For easy analysis, the collected data was coded guided by the study variables to guarantee a minimum margin of error and ascertain that the data analysis was accurate. The collected data was analyzed using (SPSS) for calculation of the descriptive statistics of mean, standard deviation, and frequency distribution for analysis of the Likert questions. Correlation analysis revealed a positive relationship between being tech savvy, job-hopping, self-confidence and job satisfaction. Regression results showed that Being Tech Savvy ( $r=0.492$ ,  $p=0.000$ ), job-hopping ( $r=0.094$ ,  $p=0.006$ ), self-confidence ( $r=0.116$   $p=0.001$ ) had a positive and significance effect on job satisfaction. The study has revealed that generation Y employees' use of technology in the organization has led to job autonomy, and they believe innovation is essential to business growth. Generation Y employees look for more flexibility in their workplace and they have been allowed to operate entrepreneurially within the organization, thus using social networks to bring innovative new ideas to the organization. Generation Y

employees in the organization are self-centered and want instant respect for their tech savviness as well as respect for their ability to multi-task. These employees are concerned about the incompetence of their co-workers, and they are over-confident in their untested abilities.

**Keywords:** *Generation Y, Being Tech Savvy, Job-Hopping, Self-Confident, Job Satisfaction and Virtual City Limited.*

## **1.0 Introduction**

### **1.1 Background of the Study**

Stein (2013) defines a generation as people that are grouped within a certain range of ages, location they live, and significant life events they experienced at critical developmental stages. The groups are often referred to as cohorts, whose members are linked to each other through shared life experiences during their formative years. As each cohort ages, it is influenced by what sociologists call generational markers (Myers & Sadaghiani, 2010). It is perceived that Generation Y employees are more cooperative and optimistic than their elders as most of them have high educational background or professional training (Zemke & Connellan, 2010). Hence, most of them are well graduated at least with Diploma or Degree in colleges or universities (William, 2008). Besides, they usually prefer to be casual in workplaces and expect their managers to care for their well-being (Gursoy, Maier & Chi, 2008). Nevertheless, they have a high tolerance in diversity in age, ethnicity, and gender orientation because they want this world to be a better place for everyone to live (Zemke *et al.*, 2010).

Generation Y characteristics include being tech savvy, job hoping and self-confidence. Generation Y grew up with technology, and they rely on it to perform their jobs better (Wiedmer, 2015). According to Kilber, Barclay and Ohmer (2014), Generation Y worker will have a natural ability to connect and communicate, as well as respond quickly to information. Generation Y workers are always looking for something new and better and thus job-hopping (Tan, 2017). According to Karugo (2017), 60 percent of millennials are open to exploring new job opportunities more rapidly than older generations. Generation Y want a broad range of experience and skills rather than becoming an expert in a single area. Generation Y tend to display an abundance of self-confidence and believe they are highly valuable to any organization from day one (Laird, Harvey & Lancaster, 2015). They are extremely focused on developing themselves and thrive on learning new job skills, always setting new challenges to achieve. They are also the “can do” generation, never worrying about failure, for they see themselves as running the world and work environments (Tubey, Kurgat & Rotich, 2015).

Job satisfaction is a phenomenon that has an effect on organizational and personal happiness. Locke (1969) by defines job satisfaction as a pleasurable or positive emotional state form the appraisal of one’s job experience. Spector (1997) delivered the most known and indeed general definition of job satisfaction. According to him, it is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job. Many previous researchers also tried to establish models of job satisfaction, its elements and the relationship. The study of Linz and Semykina (2012) found that quality of work life has little impact on job satisfaction. Many studies were concerned about the components of job satisfaction. Hellman’s (1997) study shows that workers who are more satisfied with job are less likely to quit. In addition, indeed job performance is positively correlated with job satisfaction (Pugno & Depedri, 2010). Young *et al.* (2013) studied generational differences and job satisfaction in leisure services and results suggest that Baby Boomers were

more satisfied with their jobs than members of Generations X and Y, and found no difference between these two latest generations.

Generation Y in Japan have grown up during what is now known as ‘the lost decade’, which immediately followed the Japanese asset price bubble collapse in 1991 (Eldridge, 2018). They have seen long-established corporate giants in Japan make redundancies and come under scrutiny for their employment and working practices. In China, the generation Y characterized by positive outlook, connectedness, and consumerism, the Chinese Generation Y resemble their western counterparts in terms of access to and increased usage of the Internet, digital music players, and mobile phones (Chen, Hung-Baesecke, 2017). China’s Generation Y also tend to exhibit more than past generations the will to voice out their individual and collective aspirations as well as practice the spirit of entrepreneurship, two characteristics that previous generations of Chinese notably lack. African Generation Y who were born from the early 1980s until around the turn of the new millennium are perceived as having changed the world’s understanding of Africa, bringing it from a ‘dark continent’ to ‘Africa rising’ (Rodney & Wakeham, 2016). In Kenya, the entry of generation Y employees into the labour market has added to the growing complexity of the Kenyan and global workforce (Tubey, Kurgat & Rotich, 2015). This complexity is reflected in their values, beliefs, ethical considerations, cultural, ethnic and religious affiliation, gender and sexuality among other diversities.

Virtual city limited is a technology firm that develops and delivers mobile solutions across the Agri and Supply value chain. The company provides digital tools that accelerate financial inclusion for farmers and de-risk investment decisions for financial service providers. Virtual City began its operations in 2000 and has grown to be the current leader in supply chain automation solutions in East Africa (Virtual City Limited, 2018). The technology company focuses on end-to-end transformation of supply chains for meaningful impact to beneficiaries through enablers. The study case of Virtual city limited was selected as it has Generation Y employees who highly embrace technology in their daily work experiences.

## **1.2 Statement of the Problem**

The literature on job satisfaction lacks sound research on the impact of generational differences in job satisfaction in the lodging industry. In particular, there is little information on what affects job satisfaction of generation Y (born between 1980 and 2000), the generation which is entering the job market at present and which will continue to impact the job industry in the years to come (Myers, 2010). The literature also presents a growing body of information regarding generational disparities and calls for further investigation and empirical validation of those differences (Moyes, Williams & Koch, 2012). Whereas past research found that generation Y had distinctively different characteristics from generation X (Noble & Schewe, 2013) and communicated differently (Smola & Sutton, 2012), little is known about Generation Y and what makes them different from previous generations or what impact these differences and characteristics have on job satisfaction.

(Wilson, Squires, Widger, Cranley & Tourangeau, 2008) conducted a study on job satisfaction among a multigenerational nursing workforce and found significant differences among three generations for overall job satisfaction with regard to five specific job satisfaction components. Additional research has supported the notion that Baby Boomers are generally more satisfied than both Generations X and Y (Bos, 2009; Wilson et al., 2008). In addition to increased job satisfaction with age, significant differences in work characteristics between generations were also present (Bos, 2009). Wong, Gardiner, Lang & Coulon (2008) examined generational differences in

personality and motivation in the workplace and found that employees from different generations were found to be motivated to a different degree by affiliation, power, and progression.

Attitudes, values, and characteristics vary greatly between generations, yet many similarities exist. Three generations (Baby Boomers, Generation X, and Generation Y) reported the importance of positive feedback as a motivator (Dols, Landrum & Wieck, 2010) and in a separate study by Gladwell, Dorwart, Stone & Hammond (2010), all three generations also placed a high value on professional development opportunities. These significant differences in results conducted by these researchers provide the needed research gap that sought to understand how generation Y characteristics affects their job satisfaction.

### **1.3 Objectives of the Study**

- i) To determine how being tech savvy influences job satisfaction.
- ii) To examine how job-hopping affects job satisfaction.
- iii) To determine the relationship between being self-confident and job satisfaction.

### **1.4 Hypotheses of the Study**

- i) Being tech savvy has no statistical significance on job satisfaction at Virtual City Limited
- ii) Job-hopping has no statistical significance on job satisfaction at Virtual City Limited.
- iii) Self-confidence has no statistical significance on job satisfaction at Virtual City Limited

## **2.0 Literature Review**

### **2.1 Theoretical Framework**

#### **2.1.1 Two-Factor Theory**

Hertzberg, Mausner and Bloch-Snyderman's (1959) work tried to provide an explanation and a cause of satisfaction and motivation in the workplace by establishing that the factors that cause employee satisfaction are different from those causing job dissatisfaction (Clifton, Edens, Johnson, & Springfield, 1989). Hertzberg *et al.* called their theory the Motivation-Hygiene Theory or the Two Factor Theory (Herzberg, 1965) naming the factors that cause satisfaction, "motivators" and those that cause dissatisfaction, "hygiene factors". Motivation factors were categorized as task achievement, recognition for achievement, intrinsic interest in the task, increased task responsibility, advancement or occupational growth, the possibility of occupational growth recognition (Tietjen & Myers, 1998).

These intrinsic factors create a desire in employees to perform better in their jobs. Hygiene factors, on the other hand, have been categorized as company policy and administration, supervision, working conditions, salary, personal life, status, and interpersonal relationships with subordinates, interpersonal relationships with peers, interpersonal relationships with superiors and job security (Tietjen & Myers, 1998). Hertzberg tried to demonstrate that these extrinsic factors (hygiene) are not directly related to the job itself but to the conditions of performing the job (Lundberg, Gudmundson, & Andersson, 2009).

#### **2.1.2 Job Characteristics Theory**

Job characteristics theory (Hackman & Oldham, 1976; 1980) describes the relationship between job characteristic and individual responses to work. The theory specifies the task condition in which individuals are predicted to prosper in their work. There are five job dimension prompting

three psychological states that lead to some beneficial personal and work outcomes. The theory also include individual difference variables as moderator of the relationship between the characteristics and the outcome variables.

Hackman and Oldham (1976; 1980) define the five job characteristics as follows: *Skill variety*: the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person. *Task identity*: the degree to which the job requires completion of a whole, identifiable piece of work that is doing a job from beginning to end with visible outcome. *Task significance*: the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large. *Autonomy*: the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedure to be used in carrying it out. *Job feedback*: the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of their performance.

Hackman and Oldham (1976; 1980) recognized that not all employees will respond positively to a job that is high in motivating potential. There are three characteristics of people which are especially important in moderating both the job characteristics - psychological states relationship, as well as the psychological states outcome relationship (Hackman & Oldham, 1980: Kulik, Oldham & Hackman, 1987). Their knowledge and skill to perform the work, growth need strength, and work contexts such as pay, job security, coworkers, and managers. At the link between the job characteristics and the psychological states, Hackman and Oldham (1980) note that, when the job characteristics are good, it is more likely that psychological states will be experienced if moderator variables are high, especially growth need strength, than if moderator variables are low.

## 2.2 Empirical Review

### 2.2.1 Being Tech Savvy and Job Satisfaction

Patel (2017) in a study on the benefits of employing generation Y postulates that generation Y workforce will know more about how to use the latest technology applications effectively and creatively than the rest of the workforce and that they will facilitate their organization to learn how to use the latest technology to improve performance and also teach the rest of the workforce how to use it. All these indeed make this generation digital natives, but does not explain their satisfaction in working for organizations. If technology is to enable people at work, it should foster self-motivation and well-being, key elements of self-determination theory; enhance productivity; and promote job satisfaction, organizational commitment, and citizenship behaviors among workers (Greguras & Diefendorff, 2009). Feelings of oppression occur when technology leads to a lack of autonomy, competence, and relatedness. In turn, these lead to stress, demotivation, and counterproductive work behaviors (Hancock, 2014).

Coombes (2015), on a study on the use of technology by generation Y among the net users in Australia, notes that, technology has affected and continues to affect the way we live and influences nearly every aspect of our daily lives. He further notes that generation Y theorists claim that the generation have an in depth grasp and almost intuitive of how to use technology simply because they have never known a world without the internet and technological change. Devine (2010) notes that generation Y has lived their whole lives surrounded by technology and that they have been entertained by video, watched as a photograph taken of them immediately appears on a

screen and seen money spew forth from a hole in the wall at the ubiquitous ATM simply in response to pressing a button.

### **2.2.2 Job Hopping Character and Job Satisfaction**

Becton, Walker and Jones-Farmer (2014) observed that, overwork, insecurity, confusion, downsizing are some reasons for voluntary turnover and they can be considered as organizational factors. Some other organizational factors that can lead to high level of job hopping are lack of training, lack of career opportunities and challenging work provided by the organization, leadership problems (Hom, Mitchell & Griffeth, 2012), unfair treatment for a co-worker, being passed over for promotion, or being asked to do something against one's beliefs (Mitchell *et al.*, 2015). The study by Grunberg, Moore, Greenberg and Sikora (2008) showed that, some of the personal factors that result job hopping are, the need to work in teams, need for better pay, and the need for connection and challenge. Other person specific reasons for job hopping as demonstrated by Leidner and Smith (2013) are emotional stress, overwork and insecurity. They are identified as the person specific reasons because the stress, workload are determined based on the each person's capacity. Hom *et al.* (2012) denotes that, a person can be influenced to decide to quit from a work place for personal reasons such as family obligations, location problems, problems with other employees, need to change or to try new places, peers leaving the place. Mitchell *et al.* (2015) identified that changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer also influenced the desire to change jobs.

According to Grunberg *et al.* (2008), some workers have the natural internal impulse to move from one job to another job for sometimes no rational reason. Feng and Angeline (2010) identify this behavior as a 'hobo syndrome' and they defined it as the periodic itch to move from a job in one place to some other job in some other place. Delcampo, Haggerty, Haney and Knippel (2012) extends the definition of "hobo syndrome" by adding social influences or turnover culture to the definition of job hopping. However, none of the above authors specify whether this leads to a change in the profession or area of specialization or discipline; or merely a change in workplaces retaining within the same discipline or profession.

### **2.2.3 Self-Confidence Character and Job Satisfaction**

The literature is rich with insights from Traditionalists, Boomers and Generation Xers who largely describe generation Ys' attitudes and behaviors as aberrant, and as the cause of intergenerational contentiousness in the workplace (Eisner, 2005; Ferri-Reed, 2016). Compared to other generational cohorts, generation Y want more power (Tulgan, 2009), high status work (Cennamo & Gardner, 2008), authority, prestige and recognition (Lyons *et al.*, 2005). They want to be seen as colleagues and not subordinates (Alsop, 2008), and taken seriously from their first day on the job (Sujansky & Ferri-Reed, 2009). They are overconfident in their abilities (Macon & Artley, 2009), demand flexible work-hours (Crumpacker & Crumpacker, 2007), constant praise (Sujansky & Ferri-Reed, 2009) and unreasonable work-life balance (Cennamo & Gardner, 2008; Hershatter & Epstein, 2010). They reportedly want to feel successful without regard to their performance (Deyoe & Fox, 2012), and feel more entitled to positive results than their older generational cohorts (Allen, Karl and White 2015). They also expect a promotion within 15.1 months on the job (Ng *et al.*, 2010) and react overtly to unmet expectations by quitting or curbing citizenship behaviors (Allen *et al.*, 2011).

The gap in current thinking relates to the largely unrepresented generation Ys' perspective into attitudes and behaviors of older generations in the entry-level work environment. The neglect of

generation Ys' perspective is anomalous, given the rich tradition of attention to multiple perspectives in the generation Y attitude literature. For instance, even a brief review highlights concerns for conflicting perspectives among interdependent entities in organizations, e.g. participants in teams (Lovelace, 2001), departments (Song, 2006) and genders (Hofäcker & König, 2013). Multiple perspectives are sought because asymmetric views are known to exacerbate conflict (Johnson & Anderson, 2016). Perspective taking is also regarded as part of conflict resolution. Jehn (2015) conclude that the first step in alleviating conflict in organizations involves a process that facilitates perspective taking – so that conflicting parties can understand each other.

### 2.3 Conceptual Framework

The conceptual framework of this study was based on the notion that there are generation Y's characteristics that influence job satisfaction and thus generation Y's characteristics (independent variables) that include: being tech savvy, job-hopping and self-confidence character of generation Y and job satisfaction (dependent variable) as presented on Figure 1.

#### Independent Variables

#### Dependent Variable

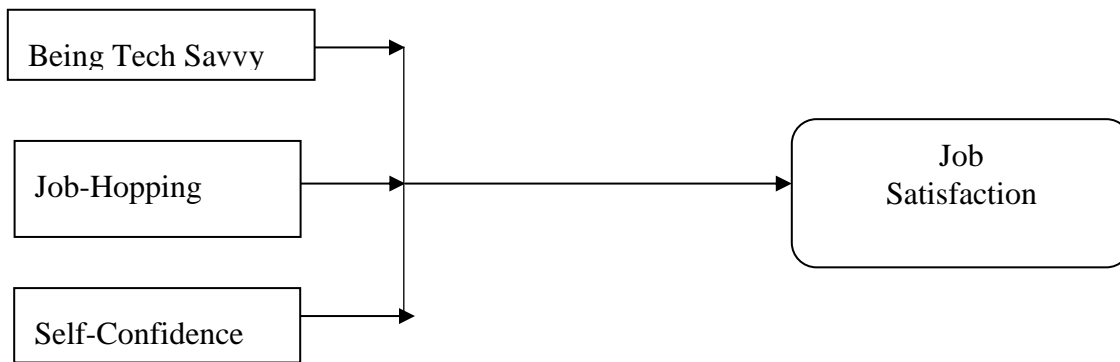


Figure 1: Conceptual Framework

### 3.0 Research Methodology

The research design employed for the study was survey research design. The target population for this study was all employees who worked at Virtual City Limited and were 73 in total. This population included managers and regular staff members that were on contract and permanent basis within the organization. The population was selected for the study since they worked in the organization together with generation Y employees.

The sampling frame for this study was the official list of all employees at Virtual City Limited and was obtained from the organization's HR department. Stratified sampling was used to generate the sample size. In stratified sampling, the population is divided into two or more strata, when the population is heterogeneous with regard to the characteristics or variables under study (Allyn & Bacon, 2007). In the case of this study, the strata involved the different management levels in the organization, that is, top level managers, middle level managers, low level managers and regular staff. The researcher selected 70% of the population elements from each study strata to give the study a sample size of 51. Mugenda and Mugenda (2003) state that when choosing from a large population, the selection of 50% and above meets the threshold for a representative sample.



Primary data was collected by the use of a self-administered questionnaire. The questionnaire was divided into four parts that were guided by the study's research objectives. The questionnaire that was used in the study was prepared and guided by the set research questions. The pre-test was carried out by administering a small number of questionnaires to ten respondents who were selected randomly from the organization. The Chronbach's Alpha test was employed to determine the instrument's reliability and the threshold was set at  $\geq 0.7$ , meaning all questionnaire items that were  $<0.7$  were discarded and the instrument was amended before the real administration. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS) for calculation of the descriptive statistics of mean, standard deviation, and frequency distribution for analysis of the likert questions. Regression analysis was used to indicate the nature of the relationship between generation Ys' tech savviness, job hopping and self-confidence and job satisfaction. The regression equation was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:  $Y$  = Job Satisfaction

$X_1$  = Being Tech Savvy

$X_2$  = Job Hopping

$X_3$  = Self-Confidence

$\varepsilon$  = Error term

$\beta_i$  = Coefficients of the independent variables (Where  $i=1, 2, 3$ )

## 4.0 Results and Findings

### 4.1 Descriptive Statistics

#### 4.1.1 Descriptive on Being Tech Savvy and Job Satisfaction

The first objective of the study was to determine how being tech savvy influences job satisfaction as shown in Table 1.

**Table 1: Being Tech Savvy and Job Satisfaction**

<b>Statements</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>S.D</b>
Generation Y have an in depth grasp of how to use technology	0.0	6.2	6.2	66.7	20.8	4.0	0.7
Generation Y workforce knows how to use the latest technology applications effectively	0.0	0.0	0.0	50.0	50.0	4.5	0.5
Generation Y employees feel competent in using new technology	0.0	0.0	0.0	56.2	43.8	4.4	0.5
The use of technology by generation Y fosters their self-motivation	0.0	0.0	35.4	39.6	25.0	3.9	0.8
The use of technology in the organization has led to job autonomy	0.0	0.0	0.0	56.2	43.8	4.4	0.5
Generation Y employees believe innovation is essential to business growth	0.0	0.0	0.0	56.2	43.8	4.4	0.5
Generation Y employees look for more flexibility in their workplace	0.0	0.0	14.6	50.0	35.4	4.2	0.7
Generation Y employees are allowed to operate entrepreneurially within the organization	0.0	27.1	29.2	22.9	20.8	3.4	1.1
Generation Y employees use social networks to bring innovative new ideas to the organization	0.0	0.0	0.0	43.8	56.2	4.6	0.5
<b>Average</b>						<b>4.2</b>	<b>0.6</b>

The table shows that generation Y employees have an in depth grasp of how to use technology since 66.7% of the respondents agreed, 20.8% strongly agreed, 6.2% were neutral, and 6.2% disagreed; the results had a mean of 4.0 and a standard deviation of 0.7. Generation Y workforce knows how to use the latest technology applications effectively since 50% of the respondents agreed and another 50% strongly agreed; the results had a mean of 4.5 and a standard deviation of 0.5. Generation Y employees feel competent in using new technology since 56.2% of the respondents agreed and 43.8% strongly agreed; the results had a mean of 4.44 and a standard deviation of 0.501.

Table 1 shows that the use of technology by generation Y fosters their self-motivation since 39.6% of the respondents agreed, 35.4% were neutral, and 25% strongly agreed; the results had a mean of 3.90 and a standard deviation of 0.778. The use of technology in the organization has led to job autonomy since 56.2% of the respondents agreed and 43.8% strongly agreed; the results had a mean of 4.44 and a standard deviation of 0.501. Generation Y employees believe innovation is essential to business growth since 56.2% of the respondents agreed and 43.8% strongly agreed; the results had a mean of 4.44 and a standard deviation of 0.501. Generation Y employees look for more flexibility in their workplace since 50% of the respondents agreed, 35.4% strongly agreed, and 14.6% were neutral; the results had a mean of 4.21 and a standard deviation of 0.683.

Generation Y employees are allowed to operate entrepreneurially within the organization since 29.2% of the respondents were neutral, 37.1% disagreed, 22.9% agreed, and 20.8% strongly agreed; the results had a mean of 3.38 and a standard deviation of 1.104. Generation Y employees use social networks to bring innovative new ideas to the organization since 56.2% of the respondents strongly agreed and 43.8% agreed; the results had a mean of 4.6 and a standard deviation of 0.5.

#### **4.1.2 Descriptive on Job Hopping and Job Satisfaction**

The second objective of the study was to determine how job-hopping influences job satisfaction as shown in Table 2.

**Table 2: Descriptive on Job Hopping and Job Satisfaction**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>S. D</b>
Generation Y employees have intentions for changing jobs/ organizations	0.0	0.0	0.0	35.4	64.6	4.7	0.5
The driving force for generation Ys' job hopping is based on a personal decision	0.0	0.0	0.0	43.8	56.2	4.6	0.5
Generation Y employees in the organization intent to change jobs because they feel overworked	0.0	0.0	0.0	70.8	29.2	4.3	0.5
Generation Y employees in the organization intent to change jobs because there is a lack of career opportunities	0.0	0.0	0.0	39.6	60.4	4.6	0.5
Generation Y employees in the organization intent to change jobs because of unfair treatment	0.0	0.0	0.0	58.3	41.7	4.4	0.5
Generation Y employees in the organization intent to change jobs because they are searching for better pay	0.0	0.0	0.0	64.6	35.4	4.4	0.5
Generation Y employees in the organization intent to change jobs because of emotional stress within the organization	0.0	0.0	6.2	81.2	12.5	4.1	0.4
Generation Y employees in the organization intent to change jobs because of their desire to acquire new skills	0.0	0.0	0.0	35.4	64.6	4.7	0.5
Generation Y employees in the organization intent to change jobs because of the social pressure they receive from their co-workers	0.0	0.0	0.0	62.5	37.5	4.4	0.5
<b>Average</b>						<b>4.4</b>	<b>0.5</b>

The table shows that generation Y employees have intentions for changing jobs/ organizations since 64.6% of the respondents strongly agreed and 35.4% agreed; the results had a mean of 4.65 and a standard deviation of 0.483. The driving force for generation Ys' job-hopping is based on a personal decision since 56.2% of the respondents strongly agreed and 43.8% agreed; the results had a mean of 4.56 and a standard deviation of 0.501. Generation Y employees in the organization intent to change jobs because they feel overworked since 70.8% of the respondents agreed and 29.2% strongly agreed; the results had a mean of 4.29 and a standard deviation of 0.459.

Table 2 also shows that generation Y employees in the organization intent to change jobs because there is a lack of career opportunities since 60.4% of the respondents strongly agreed and 39.6%

agreed; the results had a mean of 4.60 and a standard deviation of 0.494. Generation Y employees in the organization intent to change jobs because of unfair treatment since 58.3% of the respondents agreed and 41.7% strongly agreed; the results had a mean of 4.42 and a standard deviation of 0.498. Generation Y employees in the organization intent to change jobs because they are searching for better pay since 64.6% of the respondents agreed and 35.4% strongly agreed; the results had a mean of 4.35 and a standard deviation of 0.483.

Generation Y employees in the organization intent to change jobs because of emotional stress within the organization since 81.2% of the respondents agreed, 12.5% strongly agreed, and 6.2% were neutral; the results had a mean of 4.06 and a standard deviation of 0.433. Generation Y employees in the organization intent to change jobs because of their desire to acquire new skills since 64.6% of the respondents strongly agreed and 35.4% agreed; the results had a mean of 4.65 and a standard deviation of 0.483. Generation Y employees in the organization intent to change jobs because of the social pressure they receive from their co-workers since 62.5% of the respondents agreed and 37.5% strongly agreed; the results had a mean of 4.37 and a standard deviation of 0.489.

#### 4.1.3 Descriptive on Self-confidence and Job Satisfaction

The third objective of the study was to determine how self-confidence influences job satisfaction as shown in Table 3.

**Table 3: Descriptive for Being Self-Confident and Job Satisfaction**

Statement	SD	D	N	A	SA	Mean	S. D
Generation Y employees in the organization are self-centered	0.0	0.0	0.0	50.0	50.0	4.5	0.5
Generation Y employees in the organization want instant respect for their tech savviness	0.0	0.0	0.0	12.5	87.5	4.9	0.3
Generation Y employees in the organization want instant respect for their ability to multi-task	0.0	0.0	0.0	20.8	79.2	4.8	0.4
Generation Y employees in the organization are concerned about the incompetence of their co-workers	0.0	0.0	0.0	56.2	43.8	4.4	0.5
Generation Y employees in the organization are over-confident in their untested abilities	0.0	0.0	0.0	56.2	43.8	4.4	0.5
Generation Y employees in the organization want to be taken seriously by their colleagues	0.0	0.0	18.8	50.0	31.2	4.1	0.7
Generation Y employees in the organization demand for independence in their work	0.0	0.0	0.0	72.9	27.1	4.3	0.4
Generation Y employees in the organization want to feel successful without regard to their performance	0.0	0.0	0.0	35.4	64.6	4.7	0.5
Generation Y employees in the organization quit when their expectations are not met	0.0	22.9	12.5	64.6	0.0	3.4	0.8
<b>Average</b>						<b>4.4</b>	<b>0.5</b>

The table shows that generation Y employees in the organization are self-centered since 50% of the respondents strongly agreed and 50% agreed; the results had a mean of 4.50 and a standard deviation of 0.505. Generation Y employees in the organization want instant respect for their tech savviness since 87.5% of the respondents strongly agreed and 12.5% agreed; the results had a mean of 4.87 and a standard deviation of 0.334.

Table 3 also shows that generation Y employees in the organization want instant respect for their ability to multi-task since 79.2% of the respondents strongly agreed and 20.8% agreed; the results had a mean of 4.79 and a standard deviation of 0.410. Generation Y employees in the organization are concerned about the incompetence of their co-workers since 56.2% of the respondents agreed and 43.8% strongly agreed; the results had a mean of 4.44 and a standard deviation of 0.501.

Generation Y employees in the organization are over-confident in their untested abilities since 56.2% of the respondents agreed and 43.8% strongly agreed; the results had a mean of 4.44 and a standard deviation of 0.501. Generation Y employees in the organization want to be taken seriously by their colleagues since 50% of the respondents agreed, 31.2% strongly agreed, and 18.8% were neutral; the results had a mean of 4.12 and a standard deviation of 0.703.

Generation Y employees in the organization demand for independence in their work since 72.9% of the respondents agreed and 27.1% strongly agreed; the results had a mean of 4.27 and a standard deviation of 0.449. Generation Y employees in the organization want to feel successful without regard to their performance since 64.6% of the respondents strongly agreed and 35.4% agreed; the results had a mean of 4.65 and a standard deviation of 0.483. Generation Y employees in the organization quit when their expectations are not met since 64.6% of the respondents agreed, 22.9% disagreed, and 12.5% were neutral; the results had a mean of 4.4 and a standard deviation of 0.5.

#### **4.1.4 Descriptive on Job Satisfaction**

The last objective of the study was to determine job satisfaction as shown in table 4.

**Table 4: Descriptive Job Satisfaction**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>S. D</b>
Our employees are loyal to the organization	6.7	14.4	2.9	56.7	19.2	4.40	1.14
Our employees are satisfied with the organization	6.7	21.2	3.8	44.2	24.0	4.21	1.25
Our employees are highly skilled and talented	5.8	20.2	2.9	47.1	24.0	4.02	1.22
Staff like working for the organization	5.8	26.0	1.9	38.5	27.9	4.10	1.30
Absenteeism rate is very low	8.7	22.1	0.0	42.3	26.9	4.18	1.33
Employee job gives staff sense of accomplishment	6.7	21.2	3.8	44.2	24.0	4.26	1.38
Our staff have strong attachment and affiliation to the organization	2.0	22.1	0.00	46.3	26.0	3.54	1.42
<b>Average</b>						<b>4.1</b>	<b>1.3</b>

The table shows that generation Y employees in the organization are job satisfied since 50% of the respondents strongly agreed and 50% agreed; the overall results had a mean of 4.1 and a standard deviation of 1.3. Majority with 75.9% agreed that the employees are loyal to the organization. Further, a majority agreed with the statement that employees are satisfied with the organization with a rate of 68%. On the statement that employees are highly skilled and talented, a majority agreed with 71.1% whereas a majority agreed with the statement staff like working for the organization with a response rate of 66.4%. Additionally, the respondent agreed to the statement that absenteeism rate is very low with a response rate of 69.2%. Additionally, a majority agreed to the statement that employee job gives staff sense of accomplishment with a response rate of 68.2%. Finally, on the statement whether staff have strong attachment and affiliation to the organization, a majority agreed with rate of 72.3%. Using a five-point scale Likert mean, the normal mean of the reactions was 4.1, which implies that most of the respondents were concurring with a large portion of the statements; responses were varied as shown by a standard deviation of 1.3.

#### 4.2 Correlation Analysis

Table 5 below presents the results of the correlation analysis.

**Table 5: Correlation Matrix**

	Job Satisfaction	Being Tech Savvy	Job Hopping	Self-Confidence
Job Satisfaction	1.000			
Being Tech Savvy	.971**	1.000		
Job Hopping	.659**	0.435**	1.000	
Self-Confidence	.713**	0.391**	0.505**	1.000
	0.000	0.001	0.002	0.002

\*\* Correlation is significant at the 0.01 level (2-tailed)

The results revealed that being tech savvy and job satisfaction is positively and significantly related ( $r=0.971$ ,  $p=0.000$ ). The table further indicated that job-hopping and job satisfaction are positively and significantly related ( $r=0.659$ ,  $p=0.000$ ). Similarly, results showed that self-confidence and job satisfaction were positively and significantly related ( $r=0.520$ ,  $p=0.000$ ). This implies that an increase in being tech savvy, job-hopping and self-confidence led to an improvement in job satisfaction. According to Grunberg *et al.* (2008), some workers have the natural internal impulse to move from one job to another job for sometimes no rational reason. Feng and Angeline (2010) identify this behavior as a ‘hobo syndrome’ and they defined it as the periodic itch to move from a job in one place to some other job in some other place. Delcampo *et al.* (2012) extends the definition of ‘hobo syndrome’ by adding social influences or turnover culture to the definition of job hopping.

#### 4.3 Regression Analysis

The results presented in table 6 present the fitness of model used of the regression model in explaining the study phenomena.

**Table 6: Model Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.971	0.943	0.942	0.06395

a. Predictors: (Constant), Being Tech Savvy, Job Hopping, Self Confidence

Being tech savvy, job-hopping and self-confidence were found to be satisfactory variables in explaining job satisfaction. This is supported by coefficient of determination also known as the R square of 0.943. This means that being tech savvy, job-hopping and self-confidence, explain 94.3% of the variations in the dependent variable, which is job satisfaction. This results further means that the model applied to link the relationship of the variables was satisfactory. This finding is consistent with that of Zemke *et al.*, (2000) who perceived that Generation Y employees are more cooperative and optimistic than their elders as most of them have high educational background or professional training (Zemke *et al.*, 2000). Hence, most of them are well graduated at least with Diploma or Degree in colleges or universities (William, 2008). Besides, they usually prefer to be casual in workplaces and expect their managers to care for their well-being (Gursoy *et al.*, 2008). Nevertheless, they have a high tolerance in diversity in age, ethnicity, and gender orientation because they want this world to be a better place for everyone to live (Zemke *et al.*, 2000).

In statistics, significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found were less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else, the model would be regarded as non-significant. Table 7 gives the outcomes on the examination of the difference (ANOVA).

**Table 7: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	3.136	1	3.136	766.826	0.000
	Residual	0.188	46	0.004		
	Total	3.324	47			

a. Predictors: (Constant), Being Tech Savvy, Job Hopping, Self Confidence

b. Dependent Variable: Job Satisfaction

The outcomes show that the general model was statistically significant. Further, the outcomes suggest that the independent variables are good indicators of job satisfaction. This was supported by an F statistic of 766.826 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. Hershatter and Epstein (2010) observe that, generation Y may not be a great generation, but they are definitely the next labor force, and if properly managed they have the potential to be a great one, thus the need to understand generation Ys' competencies and how these affect their job satisfaction.

The regression of coefficient table is presented in Table 8.

**Table 8: Regression of Coefficients**

Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig
(Constant)	2.445	0.075		32.486	0.000
Being Tech Savvy	0.492	0.018	0.971	27.692	0.000
Job Hopping	0.599	0.101	0.659	5.944	0.000
Self confidence	0.665	0.096	0.713	6.887	0.000

a. Dependent Variable: Job Satisfaction

Regression of coefficients results in Table 8 shows that Being Tech Savvy and job satisfaction are positively and significant related ( $r=0.492$ ,  $p=0.000$ ). The table further indicated that job-hopping and job satisfaction are positively and significantly related ( $r=0.094$ ,  $p=0.006$ ). Similarly, results showed that self-confidence and job satisfaction were positively and significantly related ( $r=0.116$ ,  $p=0.001$ ). This implies that an increase in Being Tech Savvy ( $r=0.492$ ,  $p=0.000$ ), job-hopping ( $r=0.094$ ,  $p=0.006$ ) and self-confidence ( $r=0.116$ ,  $p=0.001$ ) led to an improvement in job satisfaction. The regression results are consistent with those of Hancock (2014); Gillan and Bias (2014) on the positive relation between being tech savvy and job satisfaction for the generation Y. further the results are consistent with those of Coovert & Thompson (2014); Leidner and Smith (2013) on the significant effect of job hopping and job satisfaction. Lastly the positive and significant results on self-confidence are in line with that of Deyoe and Fox (2012).

The optimal model was therefore;

$$Y = 0.492X_1 + 0.599X_2 + 0.665X_3$$

Where:

Y = Job Satisfaction

X<sub>1</sub> = Being Tech Savvy

X<sub>2</sub> = Job Hopping

X<sub>3</sub> = Self confidence



#### 4.4 Hypothesis Testing

The first hypothesis to be tested was:

***H<sub>01</sub>: Being tech savvy has no statistical significance on job satisfaction at Virtual City Limited.***

Regression of coefficients in Table 8 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 27.692 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that being tech savvy has a statistical significance on job satisfaction at Virtual City Limited.

The second hypothesis to be tested was:

***H<sub>02</sub>: Job-hopping has no statistical significance on job satisfaction at Virtual City Limited.***

Results in Table 8 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 5.944 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that job-hopping has a significant effect on job satisfaction at Virtual City Limited

The third hypothesis to be tested was:

***H<sub>03</sub>: Self-confidence has no statistical significance on job satisfaction at Virtual City Limited***

Results in Table 8 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 6.887 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that self-confidence has a significant effect on job satisfaction.

#### 5.0 Conclusions

The study concludes that generation Y employees have an in depth grasp of how to use technology as well as the latest technology applications effectively. They feel competent in using new technology and this fosters their self-motivation. Their use of technology in the organization has led to job autonomy, and they believe innovation is essential to business growth. Generation Y employees look for more flexibility in their workplace and they have been allowed to operate entrepreneurially within the organization, thus using social networks to bring innovative new ideas to the organization. Their use of technology in the organization has led to job autonomy, and they believe innovation is essential to business growth. Generation Y employees look for more flexibility in their workplace and they have been allowed to operate entrepreneurially within the organization, thus using social networks to bring innovative new ideas to the organization.

The study concluded that generation Y employees have intentions for changing jobs/ organizations and their job-hopping is based on a personal decision. Generation Y employees' intention to change jobs may be of reasons like feeling they are overworked, they lack career opportunities, there exists unfair treatment, they are searching for better pay, they cannot cope with the emotional stress within the organization, they have a desire to acquire new skills, and it may be as a result of the social pressure they receive from their co-workers. The study therefore concludes that job hopping was significant to job satisfaction.

The study concludes that generation Y employees in the organization are self-centered and want instant respect for their tech savviness as well as respect for their ability to multi-task. These

employees are concerned about the incompetence of their co-workers, and they are over-confident in their untested abilities. Generation Y employees want to be taken seriously by their colleagues and they demand for independence in their work. It was noted that these employees feel successful without regard to their performance and have a higher chance of quitting the organization when their expectations are not met. The study therefore concludes that being self-confident was significant to job satisfaction.

The Generation Y is continuing to impact the workplace through its size and diverse range of talents. Moreover, as Baby Boomers retire or scale back, the leadership roles they have occupied for so long will need to be filled. Because Generation X is too small to completely fill the void, Generation Y will quickly need to undertake many of these leadership roles. Accordingly, there is a clear workplace imperative for business organizations to support the Generation Y in their growth and development as future leaders. By identifying and cultivating leadership talent early, employers can best position their workplaces for smooth leadership transitions and a stronger future.

## **6.0 Recommendations**

From the findings and conclusions, the study makes a number of recommendations.

To meet the demands of generation Y employees, HR managers must continue analyzing the factors that affect their satisfaction within the workplace and establish strategies to increase their job satisfaction. In this study, being tech savvy scored the highest in terms of job satisfaction, followed by being self-confident and lastly job-hopping. Managers should keep in mind that Generation Y sees the world differently. Managers should also understand how to deal with those differences to support a business' growth and success. By being aware of generational differences in the workplace and adjusting management techniques cross-generationally managers can hope to be more successful in achieving the results they desire for their Generation Y employees.

The study also recommends for the management to offer collaborative discussions opportunities that encourage innovative thinking across generation Y. When considering training and development opportunities targeted to Generation Y, the management should also target leveraging their love of technology with e-learning opportunities since it is very important. The management needs to develop collaborative discussions opportunities that foster innovative thinking among the generation Y. Further, the management should develop initiatives that foster mutual support and understanding among the generations. Training on intergenerational dynamics will help build rapport and a stronger sense of community. For Generation Y, it is recommended to offer them with soft-skills training like how to assimilate into a new workplace culture, how to work with team members assertively and diplomatically, how to process feedback, how to approach a supervisor for coaching and mentoring, and how to set long-term career goals.

Lastly, the study recommends for the management to foster an appreciation of diversity within the organization. This will help all generations avoid the stereotyping that gets in the way of valuing the skills sets of each employee. These opportunities will not only help minimize the misperceptions that arise among generations, but will also help prepare the millennial generation to assume leadership roles when Baby Boomers begin leaving the company.

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