Factors Influencing Work Attitude Amongst 'Y' Generation University Evening Students in Kenya (A Case of Africa Nazarene University)

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Abstract: *There are three generations active in the work force, that is Baby Boomers (born before 1950), Generation X (born between 1950s and 1980s), and Generation Y (born in the late 1980s to 2000). The purpose of this study was to determine factors influencing work attitudes amongst the Y generation. The specific objectives of the study were to identify variables that affect generation Y attitude towards work and decompose the identified variables into factors that can be subjected to further analysis. Data was collected using questionnaires from a sample of forty one part time students in the institution. It was analyzed using SPSS version 17. The study identified eleven factors that would help to express generation Y attitude towards work. These include: relationships, ambition, technology friendliness, self-assertiveness, instant orientation, autonomy among others.*
Key words: *Generation Y, work attitude, technology friendliness*

I. Introduction and Background

Employing the so called generation Y is one of the challenges that managers are facing in the twenty first century. This generation is completely different from other generations as far as work attitude and other social and economic behaviors are concerned. World over is dominated by the younger generation or the so called Y generation. Statistics from developed world indicated that this generation is not as populous as in the developing world. Kenya has a population of about forty million people out of which thirty million or two thirds are young people. The work place is dominated by them unlike in the developed world where older people dominate the work place.

Generation Y

Generation Y is known as the generation that was born in the 1980s and 1990s, although experts do not agree on when this era started (Alch, 2000). It is also known as the millennium generation (Barr, 2007). Most of them are in their late teens, twenties and early thirties. This generation is now entering or has already entered the workforce. Generation Y youths have a different attitude towards work. It means something different to them than it did to their parents or grandparents. They do not want to work as hard as their parents but spend their life in a meaningful way. They do not live to work; they work to live (Barr, 2007). Generation Y attitudes towards work, doesn't mesh with the traditional, or the "9 to 5" schedule. It does not place much emphasis on how and when the work gets done, just that it gets done (Alch, 2000). Characteristics of the generation vary by region, depending on social and economic conditions. However, it is generally marked by an increased use and familiarity with communications, media, and digital technologies. In most parts of the world its upbringing was marked by an increase in a neoliberal approach to politics and economics; the effects of this environment are disputed (Barr, 2007). Teenagers and young adults - the so-called Generation Y have watched with horror as their parents worked punishing hours in their scramble for money and status. Now, as this group go in search of jobs, they have different priorities. They care less about salaries, and more about flexible working, time to travel and a better work-life balance and employers have to meet their demands (Broadbridge et al, 2007).

Employment and Y generation

Hiring new, young talent just out of college is challenging some established practices of management and changing today's corporate culture. With the onset of employing this younger employment force from Generation Y, companies are finding that there are different attitudes and work habits that need to be incorporated into the existing culture. There is an overall response from global human resources (HR) departments in dealing with generation Y. It is not uncommon to hear the three "Ds" in their descriptions of this generation: difficult, demanding, and direct. However, there are real issues that companies are now facing in the world in trying to deal with this generation. In this attempt to discern why this group is, or appears to be, so

difficult, it has been concluded that Generation Y has a very different world view than preceding generations, and this just simply cannot be overlooked (Broadbridge et al, 2007).

Work attitudes

Attitudes are expressions of inner feelings that reflect whether a person is favorably or unfavorably predisposed to some objects such as a brand, services, work etc. it's an outcome of psychological process, that is not directly observable but must be inferred from what most people say or do. In work place context, attitudes are learned predisposition to behave in a consistently favorable or unfavorable way with respect to a given tasks and work in general. According to a research carried out in Kenya by (Mutoko, 2012), it indicated that Generation Y employees have arrived at work with a new attitude and are shaking things up. They are ambitious, technologically savvy and hungry for success and impatient. They may be starting their working life at the bottom but this is not to say they'll accept rock-bottom salaries. By the time they graduate from university, many already have professional qualifications under their belt. They walk in with high expectations of their jobs and employers. Modern conveniences like internet and computers are assumed to be a given. They are focused on getting to the top in the shortest time possible. Expecting them to stay in the same job for twenty-five years with a pension as a reward is likely to provoke laughter. If not satisfied with a job they'll move on fast. Generation Y has never known life without the Internet, cell phones, fax machines, voice mail, and chat-rooms. Weaned on technology, this generation would have no personal reference for a time before ATMs, VCRs, PCs, CDs, MTV, and MP3's. The Internet and export of American culture via TV shows, dress and music has resulted in some startling similarities in the way young people think and behave worldwide. They mistake the speed of the Internet for their own speed (Mutoko, 2012).

Employers need to seek greater understanding and more ideas relating to hiring and retaining generation Y. This is because it is evident that generation Y has a different attitude towards work from the previous generations. They do not live to work, they work to live. They are not motivated by the worries that bothered their parents. They do not want to do the same thing their whole life. They expect to change jobs at least a few times. The new generation can be described as ambitious and self-confident. Some older people think they are arrogant. They have high expectations and seek new challenges and are not afraid to raise questions if something is unclear. They want everything and want it now thus require instant gratification. They crave for feedback and options. They have been found to be self-centered possessing a short attention span and also restless. They are also lazy and have little respect for authority. They have very high rate of absenteeism, frequently reporting to work late and have high rate of changing jobs. A survey conducted by NAA (2006), shows that most Millennials in the 18-28 age group use instant messaging, text messaging, or email as their primary sources of communication. Conflicts at work with this new generation have been reported and employers are already experiencing trouble and tension between older generation and the millennium generation. Occasionally there are clash of views as the Y generation do not want to be seen as young and inexperienced but think they can show others a few things when it comes to work. They crave for mentoring and want their managers to be engaged with them. From the above, it is evident that there is a problem that lies with the attitudes that Generation Y has towards employment and work. The purpose of this study is to identify and analyze factors that influence generation Y attitude towards work

Objectives of the Study

The main objective of this study was to identify factors that influence generation Y attitude towards work and employment.
The specific objectives were:
• To identify underlying factors affecting generation Y attitude towards work
• To decompose the identified variables into meaning factors that can be comprehended and subjected to further analysis

II. Methodology

A sample of forty-five students was picked all from the evening program. A questionnaire was used to collect data and factor analysis was conducted. The sample was quite representative of the evening students who work part-time and study.

III. Data analysis

The purpose of this study is to identify and analyze factors that influence generation Y attitude towards work. This was in the light of unusual attitude towards work exhibited by this generation in the work place. It had been noted that the generation is completely different from parents as far as work attitude is concerned. The data collected was analyzed using factor analysis as the study main interest was to identify and classify those factors. This chapter presents the results of the analysis. The study targeted 50 respondents. 41 questionnaires

were returned, filled and therefore the response rate was $^{41}/_{50}$x100 = 82% this is fairly good response and the study therefore was successive as far as reaching the target audience was concerned.

Identification of underlying factors affecting generation Y attitude towards work

The first objective of this study of this study was to identify underlying factors affecting generation Y attitude towards work. Through literature review thirty nine variables were identified. These factors could not easily be comprehended and therefore were subjected to factor analysis. A list of these factors is provided below.

Table 1: List of variables affecting generation Y attitude to work and explanations

	Explanation of variables
var1.	They accesses information instantaneously
var2.	Completely different from their parents as far as work attitude is concerned
var3.	Generation y does not like work
var4.	Generation y does not live to work but works to live
var5.	Generation y increasingly uses modern media for communications in work place
var6.	Cares less about salaries but prefers more flexible working hours
var7.	This generation prefers balancing work and social life
var8.	Generation Y is difficult and demanding to deal with in work place
var9.	Its ambitious and hungry for success in career pursuit
var10.	Changes jobs within the shortest time possible
var11.	Craves for freedom and questions work methods
var12.	Seeks instant fulfillment in the work place
var13.	Has no respect for authority from their bosses
var14.	Generally lazy in completing their tasks
var15.	Craves for mentoring with in the work place
var16.	Always creates conflict in the work place with the other people
var17.	Highly receptive to new technologies
var18.	They do not want to be considered as young among colleagues at work
var19.	They do not want to be viewed as inexperienced in the work place
var20.	They believe that they deserve the position they want at work
var21.	They are looking for a new job with a new company at any given time
var22.	They have been described as a flexible to work related changes
var24.	They want to start at the top, or at least be climbing the corporate ladder by their sixth month on the job
var25.	Expect to relate with their employers as with their parents
var26.	They discriminate relationship with colleagues on basis of education qualifications
var27.	Base their respect for colleagues on the strength of their wallets
var28.	Loyalty to work is based on meaning attached to it
var29.	Conventional eight hours work-day is a challenge to them
var30.	They prefer to extend leave days
var31.	Generation Y does not like working on weekends
var32.	Always visiting social networks during working hours
var33.	They are the most technologically friendly generation in the current workforce
var34.	They freely communicate with their age mates at work place especially in coded language
var35.	They accesses information quickly at work place
var36.	Lacks total commitment to duty
var37.	Absenteeism from work is a common trend among Y generation
var38.	Generation Y fakes sickness as an excuse from work
var39	Rate this generation overall attitude towards work with (1) least favorable and (5)most favorable

Decomposition of variables into meaningful factors

The second objective of this study was to reduce many variables of study into meaningful factors that can easily be subjected to further study and analysis. To accomplish this objective the respondent were asked to rate their agreement and disagreement with the identified variables on a scale of 1to 5 where one strongly disagree and five strongly agree. Using SPSS version 17 factors analysis was carried out. Principal components analysis approach was applied.

Table 2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.406
Bartlett's Test of Sphericity	Approx. Chi-Square	791.562
	df	528
	Sig.	.000

The results of this analysis indicates chi-square statistic 791 with 528 df which is significant at 0.05. The value of KMO statistic (0.406) is good as it comes close to 0.5, which is desirable. This shows that the model of testing the variables was acceptable for this study.

Table 3 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.008	21.236	21.236	7.008	21.236	21.236	4.018	12.175	12.175
2	4.209	12.755	33.990	4.209	12.755	33.990	3.616	10.956	23.132
3	2.620	7.939	41.929	2.620	7.939	41.929	3.521	10.669	33.801
4	2.421	7.338	49.266	2.421	7.338	49.266	2.373	7.191	40.992
5	2.088	6.326	55.593	2.088	6.326	55.593	2.258	6.842	47.834
6	1.488	4.508	60.101	1.488	4.508	60.101	2.065	6.259	54.093
7	1.480	4.484	64.584	1.480	4.484	64.584	1.805	5.468	59.561
8	1.385	4.197	68.781	1.385	4.197	68.781	1.698	5.144	64.705
9	1.284	3.890	72.671	1.284	3.890	72.671	1.679	5.087	69.793
10	1.173	3.554	76.225	1.173	3.554	76.225	1.634	4.953	74.745
11	1.071	3.246	79.471	1.071	3.246	79.471	1.559	4.725	79.471
12	.929	2.816	82.286						

Extraction Method: Principal Component Analysis.

Using Eigen values 11 factors which had a loading of one and above were succefully extracted. They explained 79.471% of the variance in the entire matrix. The variables were rotated to distribute their weightings as shown in the table 3.

IV.   Discussion, conclusion and recommendations

The main objective of this study was to identify and decompose factors that affect generation Y attitude towards work. Factor analysis was conducted on the explanatory variables with the primary goal of data reduction. The principal components methods, using Varimax rotation, reduced 34 explanatory variables to eleven (11) factors each having Eigen value greater than 1.0. For purpose of interpretation, each factor was composed of variables that loaded 0.50 or higher on that factor. The last three factors had a only one variable which showed they were significant. Table 4 lists the factor in the order in which they were extracted. From this table factors extracted that seem to explain generation Y attitude toward work include: Relationships, conduct, ambition, technology friendliness, self-assertiveness, instant orientation, autonomy, leisure, mentoring, flexibility and irresponsibility. These findings are in line with what literature review identified as characteristics and attitudes of generation y attitude towards work.

Table 4: Explanation of variables

variables	Factor 1	F(loading)	Proportion	Name
VAR00013	Has no respect for authority from their bosses	.875		Relationships
VAR00014	Generally lazy in completing their tasks	.842		
VAR00027	Base their respect for colleagues on the strength of their wallets	.770		
VAR00026	They discriminate relationship with colleagues on basis of education qualifications	.691	12.175%	
VAR00016	Always creates conflict in the work place with the other people	.638		
	Factor 2			
VAR00032	Always visiting social networks during working hours	.746		Conduct
VAR00009	Is ambitious and hungry for success in career pursuit	.714		
VAR00034	They freely communicate with their age mates at work place especially in coded language	.686	10.956%	
VAR00030	They prefer to extend leave days	.667		
VAR00019	They do not want to be viewed as inexperienced in the work place	.609		
	Factor 3			
VAR00021	They are looking for a new job with a new company at any given time	.879		Ambitious
VAR00024	They want to start at the top, or at least be climbing the corporate ladder by their sixth month on the job	.673		
VAR00010	Changes jobs within the shortest time possible	.659	10.669%	
VAR00033	Most technologically friendly generation in the current workforce	.637		
VAR00008	Generation Y is difficult and demanding to deal with in work place	.599		
	Factor 4			
VAR00005	They accesses information instantaneously	.833		Technology friendly
VAR00001	Generation y uses modern media for communications in work place	.739	7.191%	
	Factor 5			
VAR00011	Craves for freedom and questions work methods	.815		Autonomy
VAR00004	Generation y does not live to work but works to live	.687	6.842%	
	Factor 6			
VAR00018	They do not want to be considered as young among colleagues at work	.844		Self-assertive
VAR00023	Expect to relate with their employers as with their parents	.833	6.259%	
VAR00002	Completely different from their parents as far as work attitude is concerned	-.573		
	Factor 7			
VAR00012	Seeks instant fulfillment in the work place	.877		Instant oriented
VAR00020	They believe that they deserve the position they want at work	-.560	5.468%	
VAR00017	Highly receptive to new technologies	.518		
	Factor 8			
VAR00028	Loyalty to work is based on meaning attached to it	.870		Flexible
VAR00022	They have been described as a flexible to work related changes	-.371	5.144%	
	Factor 9			Irresponsible
VAR00006	Cares less about salaries but prefer more flexible working hours	.900	5.087%	
	Factor 10		4.933%	
VAR00015	Craves for mentoring within the work place	.900		Mentoring
	Factor 11			
var31.	Generation Y does not like working on weekends	.717	4.725%	Leisure

Building relationship was perceived to be the greatest factor affecting generation Y attitude towards work. The factor carried the highest proportion of variance explained at 12.175%. Relationship is considered by behavioral scientist as the greatest contributor to employee performance others being environment and equipment as well as motivation. This generation has a problem of building relationship especially with the supervisors and other senior managers in organizations. The Y generation has problem of relationship not just with employers but also parents. The employers have to find ways of training this generation on the importance of building relationship for success of businesses and society in general.

The second important factor identified is unwillingness for Y generation to comply with code of conduct in the work place. This factor scored 10.956% of total variance explained. This means the generation wants to do things its own way and generally hates work. This is major challenge for employers who want work done and results produced. If this is not addressed the generation might lead to decline of economies of most countries.

Another equally important factor is ambition that scored 10.669% of total variance explained. This generation is extremely ambitious making it hard to manage and retain in the work place. It is always on the move and may never settle in a job. This might affect growth of companies as the employees may never own or give their best as they are always looking for greener pastures.

Technology friendliness and desire for freedom are other factors affecting generation Y attitude towards work. The factors explained 7.191% and 6.842% of total variance respectively. This generation prefers spending time on social networks and on internet generally and may even not produce results as is always getting alerts especially on mobile devises such as phones, iPod's etc. though modern technologies have brought about major developments, they may act as setback to productivity among employees. Managers must devise ways of ensuring that employees are not distracted by the modern technologies in the work place. The desire for freedom

and not be under authority is a major concern as it points to a generation that hates accountability. Employers must find ways of availing freedom but not at the expense of performance.

Self-assertiveness and instance orientation are other major factors explaining generation Y attitude toward work. Each of the factors explained 6.259% and 5.468% respectively of the total variance explained. This generation feels it knows it all and may not be willing to consult. This is a dangerous trend as it may lead to low or poor performance.

The findings of this study are in agreement with what was pointed out earlier in literature review that generation Y wants everything happen instantly. This is due to interaction with technology that creates a mentality of instant happening. This generation therefore ignores processes of life and creates conflict with those who think otherwise.

Other significant factors include craving for mentoring, flexibility, irresponsibility and desire for leisure as opposed to work. These factors reveals a generation that needs to be understood especially by the employers if they want to make the best out of the them. Most of the employers however are in generation (X) and baby boomers. The gap between the two groups needs further research on how it affect.

Recommendation

This study merely identified the factors behind the Y generation attitude towards work. The employers should seek to understand this generation before declaring it difficult and demanding.

Generation Y likewise must seek to understand their employers to create a conducive working environment.

Suggestion for father research

The causes of perceived gap between generation Y and other generations in reference to work attitude have not been established authoritatively. More studies should be done towards this end. The study should also be carried on a larger scale to find out if the factors hold in other sectors and other geographical regions

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