

Factors Influencing the Y Generation’s Perceptions on Work and Well-Being in Kenya: A case of Kenya Airways

Josephine G. Msungwi & Zachary M. Mosoti

Corresponding Author: Josephine G. Msungwi

Abstract: *The purpose of this study was to identify factors influencing the Y-Generation’s perception on work and well-being and the specific research questions of the study were: to establish the influence of work satisfaction factors on work and well-being; to establish the influence of social satisfaction factors on work and well-being; and to establish the influence of reward satisfaction factors on work and well-being. The research design was descriptive in nature. The dependent variable of the study was work and well-being while the independent variables were work, social, and reward factors. The research was conducted among Kenya Airways employees. The sampling frame from this study was selected from a list of 350 (only Y-Generation) full time employees as provided by the Human Resource office electronic mails. A sample of 78 employees was targeted to represent the population of interest. This represent 99.99% response rate. The data gathered was edited and transformed into a quantitative form through coding. It was then entered into a computer. Univariate analysis like frequency distribution was adopted in the study. The analysed data was presented inform of tables. SPSS was used to aid in data analysis. The study made several conclusions among them that firstly, with respect to the influence of work satisfaction factors on work and well-being, this study concluded that leadership could aligned organization’s culture with the statement by simply and publicly stating the goal. Secondly, in regards to the influence of social satisfaction factors on work and well-being, this study concluded that when that, if sense of fun is in the workplace, the extraordinary becomes common because everyone could be so in the zone that extraordinary acts came naturally to them. Thirdly and final, in relations to reward satisfaction factors on work and well-being, this study concluded that, they (Y-Generation employees) must be advised regarding what a contribution meant and what it looked like. And they must be told that contribution was what was expected, what counted, and what would be counted.*

Key Words: *Y- Generation; Perception; Reward satisfaction; SocialWell-Being; Work influence and Social awareness.*

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I. INTRODUCTION

Work and well-being was one of the hottest business topics prior to the 2000-2001 recessions. And despite the shock of recession-driven lay-offs, it is an issue that refused to go away. The reason that it would not was because work and well-being was a core element of employee satisfaction, loyalty, and productivity. This meant that if organizations provided a workplace in which employees could effectively balance the requirement of work and their personal lives, retention would be less of an issue. And if organization developed a reputation in the labour market as a place that supported work and well-being, companies would have an edge in hiring good Y-Generation people. Thus, work and well-being balance was not just a “feel-good” issue or a perk that would cost companies money. It translated into better business performance (Raines, Zemke and Filipczak, 2009).

The epoch of indentured servitude was long gone. Today, even in the midst of a historic economic downturn, Y-Generation employees are not conscripts or servants. They are most likely volunteers. As much as organization’s leadership and management thought that this generation needed the organization instead the organizations were highly dependent on them for their success – now and into the future (Setton and Mossholder 2012). Leadership and management of the organizations could strongly were sure they could replace them, one after another, over a period of time, but organizations would go broke. Studies have shown that the cost to replace, retrain, and reintegrate a worker was more than one and half times that lost worker’s salary. Even then, as new employees came on-board, there were the hidden costs and intangible losses to the company from the rupture in cultural continuity and the transfer of institutional knowledge. That was, organizations could keep these Y-Generation employees from leaving but came back by engaging them with the culture that boldly publicly recognized their values and binds their spirit to the company. A culture of engagement inculcated and socialized the Y-Generation employees with a sense of – and reason for – genuine commitment to the organization (Setton and Mossholder, 2012).

II. STATEMENT OF THE PROBLEM

Because majority of company executives and human resource managers were Baby Boomers, they thought that money was the leading motivator for most of the talented, good Generation Y people in today's workforce. But executives must build a working environment that enables each Y-Generation's preferred self to emerge at the workplace through an alignment and balance of the employees personal attributes and needs with the organization's goals. Therefore, the study would help the executives to create infrastructure (physical, emotional, and organizational) in which an environment could emerge that lets Y-Generation do what they loved to do, while tapping into their personal willingness to perform. That environment must also have a system in place to recognize and reward what they do (Grzywacz and Butler, 2010).

While there was a proliferation of scholarly materials on Y-Generation at the workplace, the little research done so far report inconclusive results. For instance, while Salgado (2011), argued that people born in the late 80s, and early 90s thought differently from those born in the 60 and early 70s, as confirm by Mullarkey, Wall, Warr, Clegg, and Stride (2009). But Lowe (2010) says that Baby Boomers wanted similar returns from work as the Y-Generation, including work, life, and reward satisfaction. This study was therefore relevant to ongoing debate in relation to Y-Generation and work and well-being.

III. LITERATURE REVIEW

3.1 Building "Win-Win" Workplace Environment

Executive leaders at every level must build a work environment that enables each employee's preferred self to emerge at the workplace through an alignment and balance of the employees' personal attributes and needed with the organization's goals. According to Vroom (2009), an employee's preferred self was the work-self he or she was comfortable with when working free of the facades and defences people erected to protect themselves from the inconsistent behaviours of leaders or the organization. In a workplace where preferred self was not allowed to emerge then that environment was said to be highly charged political workplace environment. In that workplace scenario, Y-Generation employees become defensive, on guard, and spent more time protecting their back than getting anything done. But when the preferred self-emerged Y-Generation employee could spend his or her creative energy focusing on doing, building, creating, completing, and accomplishing, then that person was acting and working in a maximum comfort zone. That was an employee who felt good about what he or she was doing, how he or she was doing it, and how he or she and work was perceived. When those stars aligned, that Y-Generation employee could be completely authentic to co-workers and supervisors, simultaneously, vulnerable, and trusting (Petri and Govern, 2012).

A great organization created supportive workplace environments in which preferred selves could come to the surface. But it was more than just providing a Y-Generation employee with a task he or she liked to do. The truth was that any Y-Generation employee might get satisfaction for doing a worthwhile task was exponentially more important to the individual (and the organization) if the Y-Generation employees saw it as part of a grander planned to which they were making an integral contribution. And the "illusive effort" the executives were seeking in the Y-Generation employees – that burst of creativity and contribution would be produced voluntarily by the Y-Generation employee's preferred self (Strauss and Howe, 2009). Thus, executive needed to create infrastructure (physical, emotional, and organizational) in which an environment could emerge that lets Y-Generation employees do what they loved to do while tapping into their personal willingness to perform. That environment must also have a system in place to recognize and reward what these Y-Generation people do. Therefore, allowing the preferred self to emerge, it was an acculturation process that must influenced every aspect of the company's operations, from nurturing and retaining employees all the way down to the plans for the holiday party. And it even extended into the recruiting process. That was because the culture that enabled an employee's preferred self to emerge was one that would draw the right people to the organization, people who were eager to work in positive and productive environments, and people who wanted to be part of great effort (Raines *et al.*, 2009).

3.2. Providing Appropriate Resources

In organizations, resources were a three-tined fork, a trident of sorts: first, if the executive wanted Y-Generation people to be successful, then it was up to them to choose the path to that success. Second, the conveying of resources indicated that the employees were important and that the organization valued their judgment and potential contribution. The third tine was that handing over the control of resources to someone inextricably linked that person to the success or failure of the project, and it could motivated them to take ownership of the project and to invest pride and extra effort in doing it well (Smith and Kruger, 2010). Thus, for executives to keep Y-Generation employees engaged, first they had to give them the proper tools and resources. To put it crassly, executives could not had given these employees a knife and sent them to a gun fight or hand them hammer and asked them to make fine sculptures.

When there was this kind of Y-Generation employee-manager dynamic taking place, and the employees and executives were all acting as owners, the allocation of proper resources served an even higher purpose. It also announced the high expectations the organization had for the success of an initiative (Terjesen *et al.*, 2011). Like the biblical Parable of the Talents. A wealthy merchant gave each of his three servants “talents” (portions of his assets) each according to his ability to care for while he was away on a journey. One servant received five and using his skills and efforts doubled it to ten. A second servant was given two talents and through his initiative turned those two into four. The third servant had received one talent, but buried the talent to hide and protect it from harm. So when the merchant returned the servant presented the one talent to him unscathed. The first and second servants were praised and rewarded because they had used their skills and enthusiasm to build on the assets of their leader. The third servant was censured – with weeping and gnashing of teeth, no less – because he had not lived up to the trust and confidence the merchant had in him to do good for him and the business. Thus, executives want Y-Generation employees to behave as the first and second servants had done – to take the resources and invest the work, sweat, and pride to make something out of them. Therefore, executives wanted Y-Generation employees to have a clear idea of the executive’s expectations of improving the situation and not protectively burying resources and returning just their initial investment. But they wanted Y-Generation employees to bring back something twofold or greater (Twenge *et al.*, 2010).

By depriving or limiting resources for these employees, executives signalled disregard, indifference, even disrespect for them and a lack of importance for the work they asked Y-Generation employees to do. At some level, those “messages” resulted in poor or marginal performance and less than the desired results. The failure to provide appropriate resources were an indication to these employees of how the organization treated everything it was supposed to value – products, customers, and people. This was not to say that companies that do not have the finances to spend on supportive resources should have put themselves out of business to live up to this rule but each company that wanted to hire, develop, and keep a committed and productive work force, must have done everything with its means to provide appropriate resources (Weiss, 2012).

3.3 Creating Opportunities and Aligning Employees

To cultivate truly engaged Y-Generation employees, organizations needed to build “linking opportunities” between an organization’s want, needs, and culture and the issues that derived employees that garner their attention, passion, and care (Oliver, 2009). But Nayyar (2010) argued that one of the first steps for creating alignment was for executive to get to know their Y-Generation employees at a deep level – about what made the workforce tick. Executives needed to know issues that were consistently and specifically important to the employees. Those things that generated water cooler talk, raised voices, joy and concern, bonding and sharing. Things like the employees’ aspirations for their children, their desires and hopes for themselves, their communities, and their country. Whether it was “going green,” or ethics or the Consumer Price Index, or the state of health care, these were the personal and global concerns that Y-Generation employees brought to work with them every day. Raines *et al.* (2009) added that executives were also watching and listening for action and behaviour that indicated where an organization stands, or falls, with regard to these things. In short, they tied their dreams and fears to the way the company perceived and reacted to the worlds around them. This included both the intimate personal world of family, friends, and future, and the more distant but critically important world of economics and geopolitical events.

One clear path to building linking opportunities was to have an open culture where Y-Generation employees felt they were an integral, essential part of the organization and that they were directly contributing to the organization’s goal (Robbins and Judge, 2010). When these employees were aligned with the organization’s values and mission, and the organization displayed its respect for individuals, Y-Generation employees engaged more actively because they believed that their employer felt and thought as they do. The mission statement was the first step toward defining the terms of an alignment between the organization and the employees. It’s the first step toward finding people who were in sync with the company’s goals and values, people who felt that the organization’s mission was aligned with the kind of company they wanted to be associated with – the kind of company they wanted to have their professional legacies linked to. The mission statement or credo did not create the organization’s value. It described a culture that already existed at the company. Thus, the mission statement or credo could help sustain that culture, but it could not create it. The leadership did that. Therefore, leadership could align organization’s culture with the statement by simply and publicly stating the goal (Robbins and Judge, 2010).

3.4 Building a Workplace on a Foundation of Respect

Even the most casual observer could see that people worked very well in an atmosphere of high camaraderie, where there was a genuine “niceness” at the work environment. People also seemed to thrive and succeed in an atmosphere that fostered respect for the person. Glass (2009) said that humans needed to “belong,” and they needed to satisfy individual social needs that gravitated to the workplace. Consciously or unconsciously Y-Generation employees now placed a great deal of importance on how the workplace made

them feels about them as they went about their daily tasks. Indeed, there was a high expectation of the value of social networking in the workplace. So, it logically followed that the quality of a workplace's social network played a large role in workplace synergy and therefore, productivity. But McDermott *et al.* (2009), argued that Y-Generation employees these days, they were not going to work per se, but in many ways they were visiting their "extended family," they were going to their club, and a high-quality social network in the workplace was critical to keep them engaged. Thus with so much tied to the workplace, a respectful environment where employees honoured one another and were respected in return is crucial to fostering productive, and engaging Y-Generation employees.

A respectful toned for employee-to-employee relations was set by leadership and management. That was who Y-Generation employees looked to for behavioural role models. By acting respectfully to the people who worked for the company, the leadership and management planted the seed of expectation for employees to treat others well. But Judge *et al.* (2010) said that when a leader or manager was disrespectful or abusive, he or she sent a loud message that it was okay for Y-Generation employees to treat others that way, too. Thus, for good or ill that message was picked up in the workplace, just as quickly as it was picked up in grade school playground, high school gymnasium class, or college dorm. Also Kandar and Van Dyne (2007) said that another risk of not giving and demanding respect was that an organization could become politicized – that was, split into differing camps. The greater danger of a politicized environment was the danger any culture faced in a politicized environment, whether that culture was a workplace culture or a national culture. Therefore, according to Judge *et al.* (2010), organizations are destined for decline when ideas and initiatives were not judged on their merits but on the personal allegiances of Y-Generation employees within the organization.

3.5 Treating Generation Y Employees as Volunteers

According to Vroom (2009), 84 percent of baby boomers in United States (people ages 44 to 62 in 2014) participated in the labour market, and these boomers made up nearly 50 percent of the 2014 workforce. But over the next 30 years, 76 million of these baby boomers will retire, and only 46 million new workers from Generation X and Y will have entered the labour force. That's a possibility of 30 million empty job slots. And the government's current stand on legal immigration and work visas does not offer much hope; and neither does the growth of economies around the Pacific Rim, the Indian subcontinent, and Eastern Europe, where the United States has always found talented candidates, eager and willing to immigrate to the United States to walk the "streets of gold."

These days employees operate in what is essentially a barter economy. The Y-Generation employees offered to bartered their skills and give themselves wholly over to an employer in exchange for fair pay, benefits, and opportunities for professional growth (Judge, *et al.*, 2010). These employees came to work, and they saw each day as an opportunity to provide intellectual capital, hard work, and services. In exchange for that, they wanted fair pay and ample fringe benefits, advancement, and the ability to learn and grow. This differs substantially from decades past. In those days, the Baby Boomer went to the pay window, accepted his pay, and said to the employer "Thanks for the opportunity to work here." But the Generation Y of workers, the one in barter economy mode, goes to the pay window, accepts the check, looks the paymaster straight in the eye and said, "We are even. I believe I'll see you Monday." According to Herteland Wittchen (2008), employees were far more willing to consider other work options, all the time. They were willing to risk their skills and aptitudes in the marketplace, including the skills that their current employer paid them to learn. In this barter relationship anything – especially any violation of trust or fairness, any hint of a plantation mentality on the part of management that breaks the barter bond between the employer and the employee – was justification for the employee to seek work elsewhere at the drop of a hat, and at the aforementioned enormous cost to the employer.

Y-Generation employee did not feel beholden to the organization. He or she knew that even after all the kind words and encouragement, if the board and the Chief Finance Officer said, "We are going to cut the entire division to save costs," the employee was gone. And no kind words or good relationship with a local manager were going to change that. On the other hand, the employee read the same media reported and booked that managers read, and he or she, too was acutely aware of the labour market. He or she also knew the prohibitive cost of finding, hiring, and on boarding replacement workers for the employer. So he or she calculated that into her value, as well (Karl *et al.*, 2010). Thus, with today's workplace culture and the forever-changed nature of the employee-employer dynamic, it was essential for employers to recognize that Y-Generation employees were volunteers. They volunteered to work for the company and vote, sometimes daily, whether to show up for work. Therefore, these employees stayed if they love what they did, if they had positive social relationships at the workplace, if they had a good relationship with bosses. Overall, they stayed if they were engaged, that was such as the alignment of the employee's personal concerns and the company's concerns; a sense of trust, transparency, honesty, and respect in the workplace. If one or more of these things was missing, breaks down, or is taken away, the bond was loosened and at risk, and strains of "Take This Job and Shove It" become the background music of all thoughts about work. And sooner or later Generation Y "talent" was on the way down the street to work for the competitor (Karl, *et al.*, 2010).

3.6 Making Room for Fun at the Workplace

At workplace executives were prided themselves on building and nurturing a healthy and creative work environment. They believed and behaved as though employees – given the right resources, guidance, and infrastructure, and the appropriate amounts of encouragement and recognition – would amazed the executives with the things they could and would do on behalf of the company. Chan (2010), argued that creativity was fostered in that learning and achievement were enhanced in environments where high expectations were set and where there was a rigid infrastructure cannot be too burdensome. Y-Generation employees must be encouraged to take their own leads to achievement and be cheered for it. This was all done with the assumption that the outcomes were aligned and do not violet the established infrastructure. Thus, work was fun and should be fun. This was because when work was done without joy there was less creativity, less engagement, and far less productivity. Therefore, executives were to lead the Y-Generation employees to a place where learning and work were joyful experiences. The result was that satisfaction came from achievement, and the quality and volume of the outcome was enhanced. Moreover, the creativity applied to the tasks builds learning, which, in turn virtually guarantees better results – and more fun – in the future (Cooper, 2008).

Douglas McGregor's Theory X and Theory Y explained on "Understanding Why Employees Come and Why They Stay," With Theory X Management it was assumed that employees needed to be managed, pushed, and supervised. It assumed that without management, employees would not produce at all unless there was a risk that something would be taken away from them (Berg, 2012). With Theory Y management, the management orientation was focused on the practical application of Maslow's hierarchy of human needs. Theory Y assume that work comes as naturally to employees as play, and moreover, if employees were given the right guidance, resources, and encouragement, they would naturally produce, and did so very well, with positive outcomes. Thus, McGregor assumed that there can be levity in the workplace and in learning environments, and that levity was the natural disposition of ideal work and educational settings. Therefore, leaders were supposed to introduce fun into the workplace and to foster light-heartedness. Executives certainly did not have to be funny or lead the joke telling. It was far more important that executive and managers were pleasant to be around. And one could be a hardworking driven and demanding taskmaster, and still be a person with a pleasant demeanour (Berg, 2012).

3.7 Motivating for Y-Generation Employee Contribution

There was a big difference between making an effort, even heroic effort, and making a contribution. Yet even though they were different – and offered wildly different outcomes – the vast majority of organizations, executives, and managers regularly demanded wrong one. Instead of requiring contribution from the people they hired and paid, they opted for demanding effort, and the visible evidence of same, whether it was face time, volume of output, maximum activity, or even the healthy glow of perspiration. The problems for organizations raised because managers who focused on effort were likely to characterized "high energy" perpetual motion employees as "A" players, and view those special talents who appeared to breeze through projects and processes without much stress or wasted motion as uncommitted, or worse (Decker and Rotondo, 2010). Thus, it was a given that great organizations had carefully nurtured cultures. But that was only part of the battle to draw the best possible contribution from Y-Generation employees. That culture had to be wisely and regularly communicated, so that these employees knew and recognized without doubt what part they played in the company's progress and ultimately in the customer experience. Therefore, they must be advised regarding what a contribution meant and what it looked like. And they must be told that contribution was what was expected, what counted, and what would be counted (Cennmo and Gardner, 2008).

There was a moral to this parable: Don't demand effort; demand contribution. The only way to effectively demanded contribution was to show Y-Generation employees where their contribution added to the big picture, where an employee's contribution added to the organization's overall goals. Morton (2011) argued that overwhelming majority of X-Generation employees had no idea what and how they contributed to the fortunes of the company that employed them. Typically, no one had ever told them, or better yet, showed them how what they did was not just an effort, but a contribution to a win-win-win paradigm: a personal win in terms of their professional development and ability to continue to earned a good living; the enhancement of the company's bottom line, brand, and reputation; and the value delivered to the customer by the company's products and/or services.

3.8 Applauding Effort; Reward Contribution

Nearly every person who went to work wanted to contribute in some way; they wanted to do something worthwhile, something worthy of their talents. But A-tier, B-tier, and C-tier performers are often played on the same court. Thus, it was crucial that executives establish a reward system that was commensurate with the contributions made and expected from Generation Y employees. The ways that rewards, tangible and intangible, were aligned with the significance and magnitude of results played a major role in making behaviour modelling and behaviour modelling and behaviour modification worked executive engaged workplace architecture. Weiss

(2012) said that in Maslow and his hierarchy of human needs, Y-Generation employees were looking for recognition for what they accomplished. They were quick to recognize which behaviours or outcomes were rewarded. And, if they had skills and aptitude, they were quick to adapt to find ways to earn the ego strokes. No secret sauce, no smoke and mirrors. Therefore, according to Terjesenet *al.* (2012), Y-Generation employees had a core need to be recognized, and when an organization recognized these individuals, it acknowledged that these individuals and the organization were in sync – that these employees were valuable, notable, and worthy. This not only provided immediate fulfilment for a core human need, but it also was essential for initiating and sustaining the cycle of engaging Y-Generation employees.

But Szamosi (2008) argued that it was toxic to reward effort because if executive reward effort, the people who were making real contributions – they knew who were and they know each other – will see their efforts as denigrated. If companies rewarded the churners – the ones who were just putting in the time, packing the briefcase with work to take home each night but never really getting anything done – at the same or similar level to that which executives were rewarding the Y-Generation employees who were propelling the organization forward, executives were tearing down the company's would to be productive. The contributors saw that rewards were tied to the wrong metrics and that the company was indeed rewarding motion not results. And since getting results was a big and long-term commitment, the best and brightest respond to the established reward system, and productivity was stall and backslide. Mossholder (2012) also said that executives were no wiser, either, because they continued to focus on evidence of effort.

3.9 Cheerleading and Encouragement for Good Work

As embarrassing and potentially undignified as that initially sounds, leaders and managers should have stood on the side-lines and saying and done something heartfelt, meaningful, and encouraging for their Y-Generation employees and team members. And they should have done so with authentic spiritedness. Letting these employees know that their actions were alignment with the organization's vision; that they were making progress, keeping up, or falling behind; and that what they were straining to do was in sync with the organization's goal. One of the best ways to get Y-Generation employees to stretch themselves, to exert the illusive discretionary effort was simply to provide encouragement along the way. Williams and Anderson (2011) said that the response to encouragement borders on euphoria, a euphoria that goes far beyond what Y-Generation employees were paid or what their bonus was. Being genuinely cheered by senior executive who wrote or spoke from the heart and not through some Public Relation or polished corporate messaging, by leaders who were in touch with the task, the effort, the outcome, and the impact, could actually create an air of excitement about the challenges and opportunities ahead. Thus, when Y-Generation employees were encouraged properly, the air of excitement can be sustained over a long period of time, which invariably leads to dramatic productivity rates, outrageous teamwork, and happy customers. Therefore, because cheerleading was important, manager or leader had a key role to be visually enthused about the Y-Generation employee, about the work, about the movement forward, about celebrating milestones (Williams and Anderson, 2011).

No matter what industry Y-Generation people were in, whether they were in companies large and small, they all knew when a leader was not authentic. But they were all just as responsive when someone was authentically cheerleading them as individuals because that was what cheerleading was, a genuine affection for the individual, the task, and the outcome. Leaders and managers are making a public acknowledgement that a well-done task is of high value, the outcome had high value, and even the process was of high value. It follows, then, that the Y-Generation individual feels he or she had high value for having accomplished something so important to the organization's progress. Strauss and Howe (2009), said that if a manager or leader saw something going well, something accomplished, and a result delivered, he or she should cheer it on in public and recognize the employee or group responsible. Encourage and recognize the Y-Generation employee effort that it took to get there, and enthusiastically applaud them that the organization was on the right path.

IV. RESEARCH METHODOLOGY

The research design which was used for this study was descriptive. It facilitates the understanding of the characteristics associated with the subject population as described by Cooper and Schindler (2008). It involved the observation and description of variables as was distributed in the population with the basic goal being the collection of information about phenomena or variables within a population through the use of questionnaires. Descriptive research design required some understanding of the nature of the problem which in this case was to study the aim of increasing the understanding on the factors that influence the Y – Generation's perception on work and well-being in Kenya. The objective of this type of design was to discover whether a relationship existed between the variables and to describe the state of the variables. The dependent variable of the study was work and well-being and the independent variables of the study were the influence of work satisfaction factors, social satisfaction factors, and reward satisfaction factors.

A sample size (n) of 350 employees was selected. With random sampling, a research ensures representativeness of the sample size because sufficient probability had been built into the sampling strategy (Welman and Krugler, 2007). Sample size was directly proportional to the desired confidence level and inversely proportional to the error that the researcher was prepared to accept. At a confidence level of 95% and at a 5% degree of absolute error-accuracy of the estimate, Corbetta (2010) recommended that for whatever size of the population N, if $N \geq 350$ then with 350 cases ($n = 350$), n was sufficient to provide estimates which were accurate to within $\pm 5\%$ points. The researcher accepted a 5% degree of absolute error-accuracy.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{350}{1 + 350(0.10)^2} = 77.78$$

Rounding of the answer to the nearest whole number came 78. Using this computation, data was collected from a sample size of 78 respondents out of a population size of 350 respondents.

V. RESULTS AND FINDINGS

5.1 Influence of Work Satisfaction Factors on Work and Well-Being

Respondents were asked to rate how they perceived the work and well-being on building “win-win” workplace environment, providing appropriate resources, and creating opportunities and aligning employees. The findings indicate that of the 78 respondents 1.28% strongly disagreed with the statement, 3.85% disagreed, 7.69% did not give their view on the statement by ticking neutral, 44.87% agreed, and 42.31% strongly agreed with the statement.

The researcher sought to find out if executive leaders should create organizational infrastructure that let Y-Generation employees do what they love to do while tapping into their personal willingness to perform. The findings indicated that of the 78 respondents, 5.13% strongly disagreed with the statement, 8.97% disagreed, and 2.56% did not give their views by ticking neutral. But 43.59% agreed and 39.74% strongly agrees with the statement.

The researcher aimed at establishing if executives should look for Y-Generation employee who are curious about where the company is going, how it got where it is today and what opportunities it offers them. The findings indicated that of the 78 respondents, 5.13% strongly disagreed, 1.28% disagreed, and 12.82% ticked neutral. But 37.18% agreed and 43.59% strongly agreed with the statement.

Figure 4.1 summarized the percentages which influence work satisfaction factors. Preferred self to emerge (44.87%) played major important role in building win-win workplace environment compared to the personal willingness to perform (43.59%) and employee who are curious (43.57%) on the work and well-being.

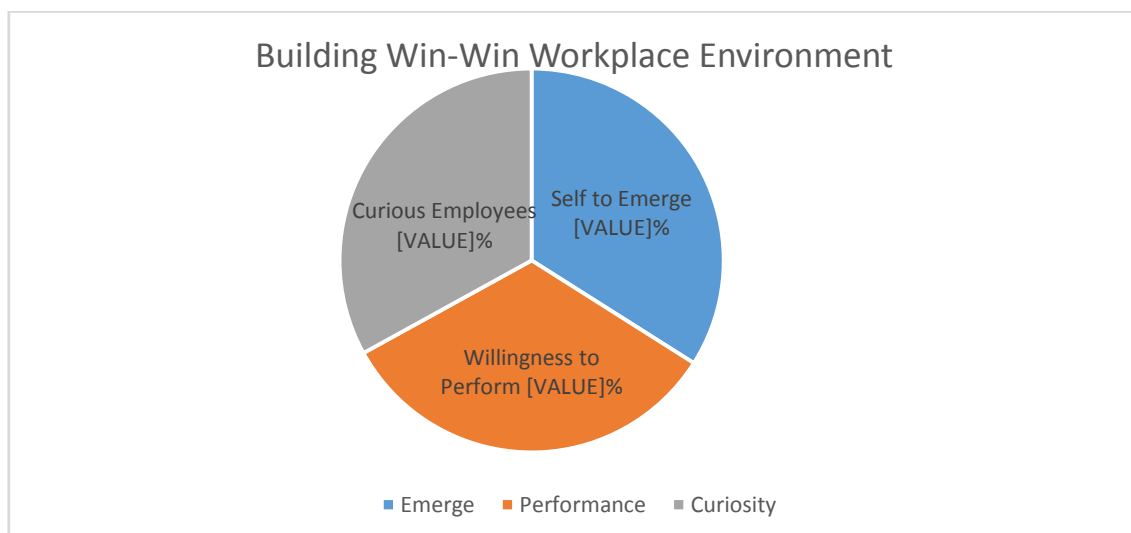


Figure 5.2: Building “Win-Win” Workplace Environment

The researcher sought to find out if executives should realize that resources are not always about money and materials but instead about team members who are shrewdly chosen. The findings indicated that of the 78 respondents, 8.97% strongly disagreed, 6.41% disagreed and 35.89% were undecided and ticked neutral. But 38.46 agreed and 10.26% strongly agreed.

The researcher sought to find out if depriving or limiting resources for Y-Generation employees signal disregard, indifferent even disrespect for work executive ask these employees to do. The findings indicated that of the 78 respondents, 1.28% strongly disagreed, 1.28% disagreed, and 6.41% were undecided and ticked neutral. But 39.74% agreed and 51.28% strongly agreed.

The researcher sought to find out if executives should not convey resources with lecturer instead they should recognize Y-Generation employee's talents and skills to succeed in ownership of the project. The findings indicated that of the 78 respondents, 1.28% strongly disagreed, 3.85% disagreed, and 1.28% were undecided and ticked neutral. But 39.74% agreed and 53.85% strongly agreed.

Figure 4.2 summarized the percentages which influence work satisfaction factors. Talents and skills (53.85%) played major important role in providing appropriate resources compared to the limiting resources (51.28%) and team members (38.46%) on the work and well-being.

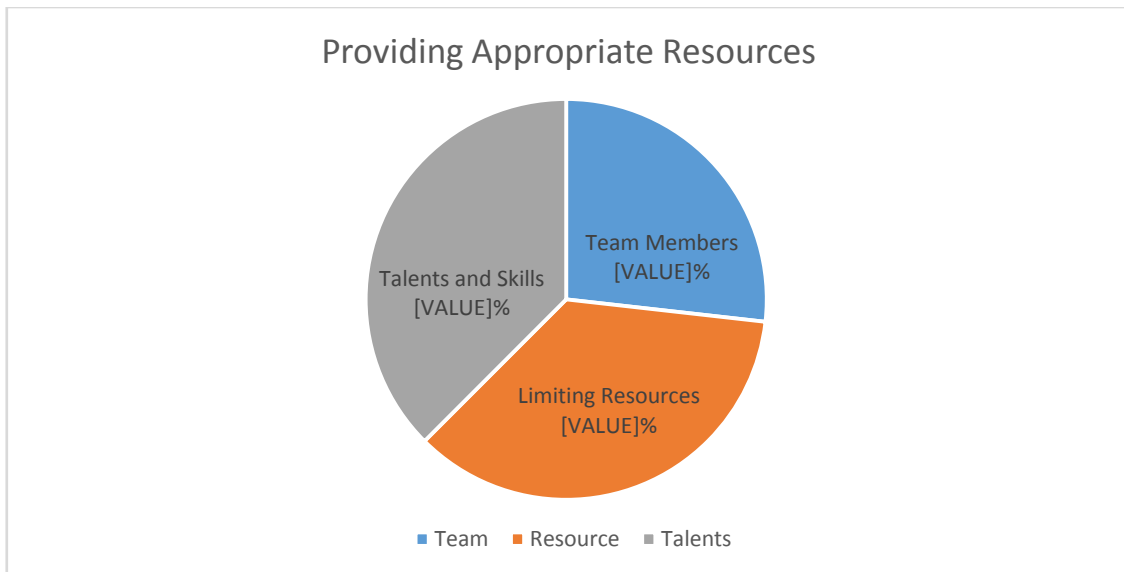


Figure 5.3: Providing Appropriate Resources

The researcher sought to find out if Y-Generation employees tie their dreams and fears around their personal world of family, friends and future and around their world of economies and geopolitical events. The findings indicated that of the 78 respondents, 6.41% strongly disagreed, 11.54% disagreed, and 2.56% were undecided and ticked neutral. But 38.46% agreed and 41.03% strongly agreed.

The researcher sought to find out if executives should know Y-Generation employees' work-life issues and their aspiration for personal growth and career development to win their loyalty, teamwork, and productivity. The findings indicated that of the 78 respondents, 2.56% strongly disagreed, 7.69% disagreed, and 23.08% were undecided and ticked neutral. But 32.05% agreed and strongly agreed.

The researcher sought to find out if organizations should build linking opportunities between organization's culture and the issues that garner Y-Generation employee's attention, passion and care. The findings indicated that of the 78 respondents, 1.28% strongly disagreed, 1.28% disagreed, and 3.85% were undecided and ticked neutral. But 55.13% agreed and 38.46% strongly agreed.

Linking opportunity (55.1%) played a major important role in creating opportunities and aligning employees compared to the dream and fears (41.0%) and teamwork and productivity (34.6%) on the work and well-being.

5.4 Influence of Social Satisfaction Factors on Work and Well-Being

The researcher sought to find out if Y-Generation employees work well in an atmosphere of high camaraderie on which there is genuine "niceness" that fosters respect for the person. The findings indicated that of the 78 respondents, 2.56% strongly disagreed, 7.69% disagreed, and 23.08% were undecided and ticked neutral. But 32.05% agreed and 34.62% strongly agreed. The results are summarized in Table 4.18.

The researcher sought to find out if organizations should place great deal on how the workplace make Y-Generation employees feel about themselves as they go about their daily tasks. The findings indicated that of the 78 respondents, 11.54% strongly disagreed, 14.10% disagreed, and 25.64% were undecided and ticked neutral. But 33.33% agreed and 15.38% strongly agreed.

The researcher sought to find out if Y-Generation employees these days do not go to work per se but in many ways – they are visiting their extended family – workplace is their club for social networking. The findings indicated that of the 78 respondents, 2.56% strongly disagreed, 3.85% disagreed, and 12.82% were

undecided and ticked neutral. But 46.15% agreed and 34.62% strongly agreed. The results are summarized in Table 4.20.

Figure 4.4 summarized the percentage of factors which influence on building a workplace on a foundation of respect on social satisfaction. Extended family (46.2%) played a major important role compared to the high camaraderie (34.6%) and daily tasks (33.33%) on the work and well-being.

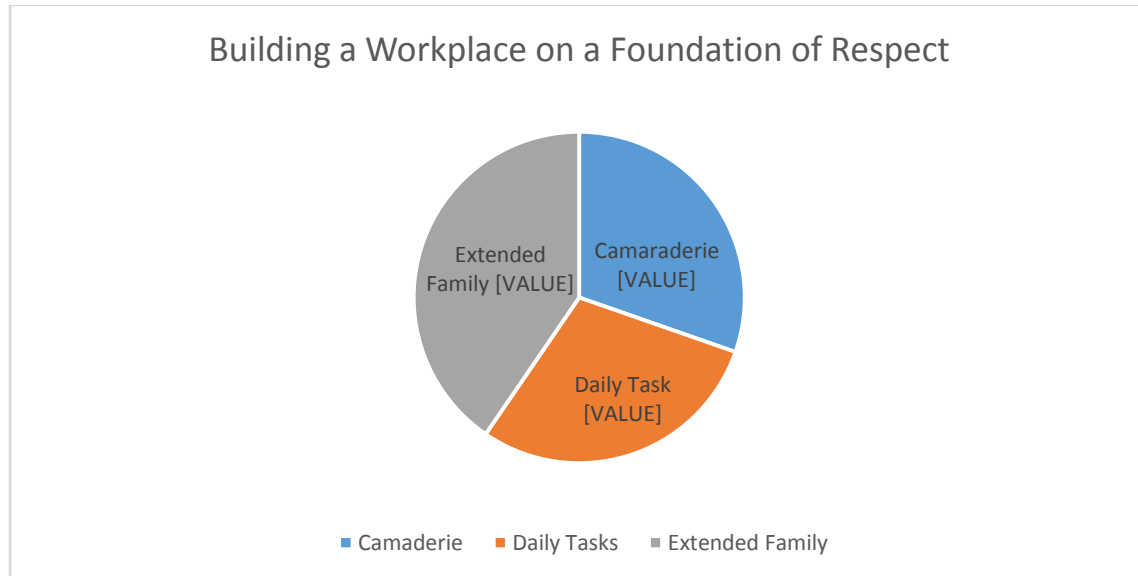


Figure 5.1: Building a Workplace on a Foundation of Respect

The researcher sought to find out if organizations should treat Y-Generation employees as volunteer because they are hard to find and hard to keep. The findings indicated that of the 78 respondents, 2.56% strongly disagreed, 3.85% disagreed, and 12.82% were undecided and ticked neutral. But 46.15% agreed and 34.62% strongly agreed.

The researcher sought to find out if organizations should know that these days its barter economy – Generation Y barter their skills in exchange for this fair pay benefits and opportunities. The findings indicated that of the 78 respondents, 6.41% strongly disagreed, 5.13% disagreed, and 1.28% were undecided and ticked neutral. But 47.44% agreed and 39.74% strongly agreed.

The researcher sought to find out if Y-Generation employees volunteer to work for the company because they stay if they love what they do and if they have positive relationship at workplace and with supervisors. The findings indicated that of the 78 respondents, 12.8% strongly disagreed, 19.23% disagreed, and 42.31% were undecided and ticked neutral. But 15.38% agreed and 10.26% strongly agreed. Barter economy (47.4%) played a major important role compared to the positive relationship (42.3%) and hard to keep (32.1%) on work and well-being.

The researcher sought to find out if work should be fun because when is done without joy there is less creativity less engagement, and far less productivity. The findings indicated that of the 78 respondents, 6.41% strongly disagreed, 2.56% disagreed and 29.4% were undecided and ticked neutral. But 35.89% agreed and 25.64% strongly agreed.

The researcher sought to find out if work comes as naturally to Y-Generation employees as play thus, if these employees are given the right guidance, resources and encouragement, they naturally produce. The findings indicates that of the 78 respondents, 2.56% strongly disagree, 1.28% disagreed and 3.85% were undecided and ticked neutral. But 28.21% agreed and 64.10% strongly agreed.

The researcher sought to find out if when the sense of fun is in the workplace the extraordinary become common because extraordinary acts come naturally to Y-Generation employees. The findings indicated that of the 78 respondents, 5.13% strongly disagreed, 16.67% disagreed, and 24.36% were undecided and ticked neutral. But 41.03% agreed and 12.82% strongly agreed. Work comes naturally (64.1%) played a major important role compared to the sense of fun (41.0%) and less creativity (35.9%) on work and well-being.

5.5 Influence of Reward Satisfaction Factors on Work and Well-Being

The researcher sought to find out if that according to Y-Generation employee's contribution and not effort is what should be expected, what counts, and what will be counted. The findings indicated that of the 78 respondents, 1.28% strongly disagreed, 2.56% disagreed, and 8.97% were undecided and ticked neutral. But 42.31% agreed and 44.87% strongly agreed.

The researcher sought to find out if the only way to effectively demand contribution is to show Y-Generation employees where their contribution add to the organization's overall goals. The findings indicated that of the 78 respondents, 1.28% strongly disagreed, 1.28% disagreed, and 1.28% were undecided and ticked neutral. But 21.79% agreed and 78.21% strongly agreed.

The researcher sought to find out on when executives are determining reward-recognition of contribution will make Y-Generation to commit to the organization. The findings indicated that of the 78 respondents, 6.41% strongly disagreed, 12.82% disagreed, and 46.15% were undecided and ticked neutral. But 21.79% agreed and 12.82% strongly agreed.

The researcher sought to find out if Y-Generation employees go to work to contribute – to do something working of their talents. The findings indicated that of the 78 respondents, 23.08% strongly disagreed, 29.49% disagreed, and 3.85% were undecided and ticked neutral. But 25.64% agreed and 17.94% strongly agreed.

The researcher sought to find out if Y-Generation employees are quick to recognize which behaviours or outcomes are rewarded – no secret sauce, no smoke and mirror. The findings indicated that of the 78 respondents, 7.69% strongly disagreed, 6.41% disagreed, and 12.82% were undecided and ticked neutral. But 31.74% agreed and 33.33% strongly agreed.

The researcher sought to find out if organizations should applaud efforts and reward contributions because Y-Generation employees know who are making real contribution. The findings indicated that of the 78 respondents, 11.54% strongly disagreed, 14.10% disagreed, and 1.28% were undecided and ticked neutral. But 28.21% agreed and 44.87% strongly agreed.

The researcher sought to find out if executives should speak from the heart and not through public relation or published corporate messaging when cheerleading Y-Generation employees. The findings indicated that of the 78 respondents, 15.38% strongly disagreed, 25.64% disagreed, and 25.64% were undecided and ticked neutral. But 20.51% agreed and 12.82% strongly agreed. The results are summarized in Table 4.33.

The researcher sought to find out if when executives are cheerleading and give encouragement to Y-Generation employees their ego are stroked – feel valued as human beings. The findings indicated that of the 78 respondents, 10.26% strongly disagreed, 10.26% disagreed, and 24.36% were undecided and ticked neutral. But 37.18% agreed and 17.95% strongly agreed. The results are summarized in Table 4.34.

The researcher sought to find out if executives who are not doing this type of cheerleading and encouragement, if they are likely to have cynical Y-Generation employees. The findings indicated that of the 78 respondents, 7.69% strongly disagreed, 5.13% disagreed, and 38.46% were undecided and ticked neutral. But 34.62% agreed and 14.10% strongly agreed.

Figure 4.9 summarized the percentages of factors which influence cheerleading for good work and encouragement on reward satisfaction. Cynical employees (38.5%) played a major important role compared to feeling valued (37.2%) and speaking from the heart (25.6%) on work and well-being.

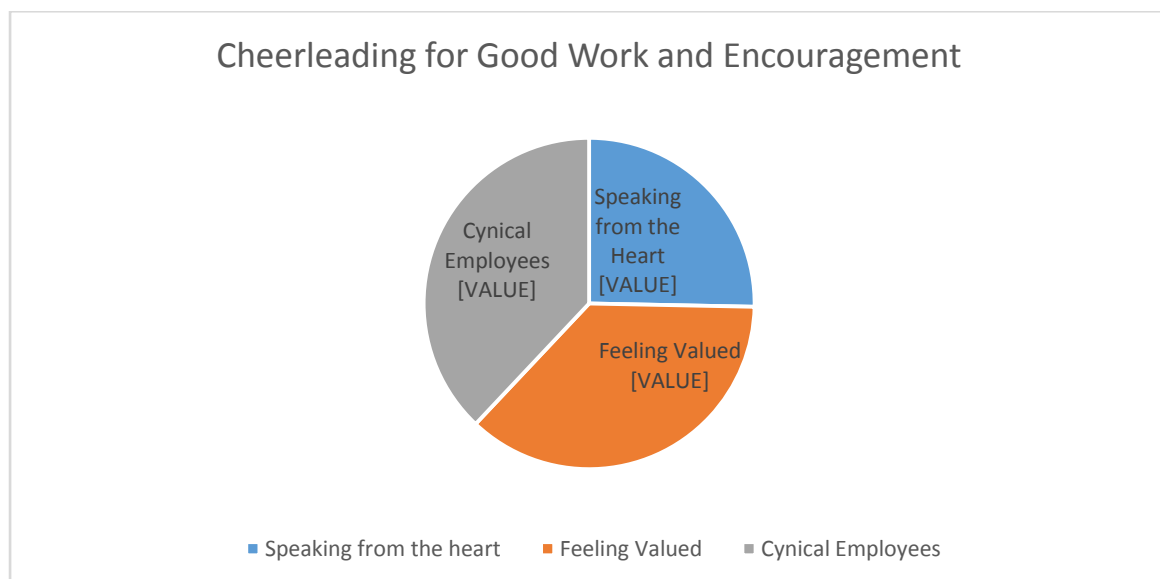


Figure 4.2: Cheerleading for Good Work and Encouragement

VI. DISCUSSION AND CONCLUSION

6.1 Influence of Work Satisfaction Factors on Work and Well-being

Factors that influence work satisfaction on work and well-being are: building win-win workplace environment; providing appropriate resources; and creating opportunities and aligning employees. Under building win-win workplace environment, the findings of this study indicated that majority of the respondents agreed that preferred self to emerge (44.87%), willingness to perform (43.59%), and curious employees (43.59%) were the main factors. Thus, the results indicated that Y-Generation agreed that preferred self to emerge (44.87%) was the main factor in building win-win workplace environment to influence work satisfaction on work and well-being. According to Vroom (2009), an employee's preferred self was the work-self he or she was comfortable with when working free of the facades and defences people erected to protect themselves from the inconsistent behaviours of leaders or the organization. In a workplace where preferred self was not allowed to emerge then that environment was said to be highly charged political workplace environment. In that workplace scenario, Y-Generation employees become defensive, on guard, and spent more time protecting their back than getting anything done. But when the preferred self-emerged Y-Generation employee could spend his or her creative energy focusing on doing, building, creating, completing, and accomplishing, then that person was acting and working in a maximum comfort zone. That was an employee who felt good about what he or she was doing, how he or she was doing it, and how he or she and work was perceived. When those stars aligned, that Y-Generation employee could be completely authentic to co-workers and supervisors, simultaneously, vulnerable, and trusting (Petri and Govern, 2012).

A great organization created supportive workplace environments in which preferred selves could come to the surface. But it was more than just providing a Y-Generation employee with a task he or she liked to do. The truth was that any Y-Generation employee might get satisfaction for doing a worthwhile task was exponentially more important to the individual (and the organization) if the Y-Generation employees saw it as part of a grander planned to which they were making an integral contribution. And the "illusive effort" the executives were seeking in the Y-Generation employees – that burst of creativity and contribution would be produced voluntarily by the Y-Generation employee's preferred self (Strauss and Howe, 2009). Thus, executive needed to create infrastructure (physical, emotional, and organizational) in which an environment could emerged that lets Y-Generation employees do what they loved to do while tapping into their personal willingness to perform. That environment must also have a system in place to recognize and reward what these Y-Generation people do. Therefore, allowing the preferred self to emerge, it was an acculturation process that must influenced every aspect of the company's operations, from nurturing and retaining employees all the way down to the plans for the holiday party. And it even extended into the recruiting process. That was because the culture that enabled an employee's preferred self to emerge was one that would drew the right people to the organization, people who were eager to work in positive and productive environments, and people who wanted to be part of great effort (Raines *et al.*, 2009).

6.2 Influence of Social Satisfaction Factors on Work and Well-Being

Factors that influence social satisfaction on work and well-being are: building a workplace on a foundation of respect; treating Y-Generation employees as volunteers; and making room for fun at workplace. Under building a workplace on foundation of respect, the findings of this study indicated that majority of the respondents agreed that extended family (46.15%), high camaraderie (34.62%), and daily tasks (33.33%) were the main factors. Thus, the results indicated that Y-Generation agreed that extended family (46.15%) was the main factor in building a workplace on a foundation of respect. According to Maslow's hierarchy of human needs, the third most-demanding need was the social need to belong to something, to be able to act not just as an individual but as part of a group. Eisner, (2010) said that workplace had replaced the family social fabric and nuclear family structure. The workplace had re-created and replaced the social networks many baby boomers experienced as children. Instead of going to a family gathering or a club, they went to work. That was where their club met every day. Workmates were their extended family, and in addition to the family activities that were still engaged in with their blood relatives, often over the phone or the internet. Thus, they seek advice, they commiserated, they played and argued, and they supported each other. Therefore, Glass (2009) argued that leaders and managers of today's organizations needed to recognize this dynamic. Even more than that, they had to demonstrate a keen understanding of the role the workplace played in the social fabric of their employees and their families. Leaders and managers needed to show respect for that reality, and show respect for individuals in the workplace because of that reality. But Morton (2011) argued that workplace should not be like social club. After all, work had to be done; tasks must be accomplished without too many social distractions. Thus, leaders and managers had to acknowledge that the workplace was not just a place where work gets done, and their policies must reflect that acknowledgement. Properly implemented, policies of a mindful leader or manager could take advantage of this reality and improve productivity as a result by building a human and physical infrastructure that had high social valued and by building an infrastructure for work as a social activity.

Under treating Y-Generation employees as volunteers, the findings of this study indicated that majority of the respondents agreed that barter economy (47.44%) was the main factor in treating Y-Generation employees as volunteers. But for positive relationship, 42.31% were neutral and for hard to keep, 32.05% disagreed. These days employees operate in what is essentially a barter economy. The Y-Generation employees offered to bartered their skills and give themselves wholly over to an employer in exchange for fair pay, benefits, and opportunities for professional growth (Judge, *et al.*, 2010). These employees came to work, and they saw each day as an opportunity to provide intellectual capital, hard work, and services. In exchange for that, they wanted fair pay and ample fringe benefits, advancement, and the ability to learn and grow. This differs substantially from decades past. In those days, the Baby Boomer went to the pay window, accepted his pay, and said to the employer "Thanks for the opportunity to work here." But the Generation Y of workers, the one in barter economy mode, goes to the pay window, accepts the check, looks the paymaster straight in the eye and said, "We are even. I believe I'll see you Monday." According to Herteland Wittchen (2008), employees were far more willing to consider other work options, all the time. They were willing to risk their skills and aptitudes in the marketplace, including the skills that their current employer paid them to learn. In this barter relationship anything – especially any violation of trust or fairness, any hint of a plantation mentality on the part of management that breaks the barter bond between the employer and the employee – was justification for the employee to seek work elsewhere at the drop of a hat, and at the aforementioned enormous cost to the employer.

6.3 Influence of Reward Satisfaction Factors on Work and Well-Being

Factors that influence reward satisfaction on work and well-being are: motivating for Y-Generation's contribution; applauding efforts and rewarding contribution; and cheerleading for good work and encouragement. Under motivating for Y-Generation's contribution, the findings of this study indicated that majority of the respondents strongly agreed that organizational overall goals (78.21%), recognition of contribution (46.15%), and employee's contribution (44.87%) were the main factors. Thus, the results indicated that Y-Generation strongly agreed that organizational overall goal (78.21%) was the main factor in motivating Y-Generation's contribution. This is supported by Decker and Rotondo (2010) where they argued that there was a big difference between making an effort, even heroic effort, and making a contribution. Yet even though they were different – and offered wildly different outcomes – the vast majority of organizations, executives, and managers regularly demanded wrong one. Instead of requiring contribution from the people they hired and paid, they opted for demanding effort, and the visible evidence of same, whether it was face time, volume of output, maximum activity, or even the healthy glow of perspiration.

The problems for organizations raised because managers who focused on effort were likely to characterized "high energy" perpetual motion employees as "A" players, and view those special talents who appeared to breeze through projects and processes without much stress or wasted motion as uncommitted, or worse (Decker and Rotondo, 2010). Thus, it was a given that great organizations had carefully nurtured cultures. But that was only part of the battle to draw the best possible contribution from Y-Generation employees. That culture had to be wisely and regularly communicated, so that these employees knew and recognized without doubt what part they played in the company's progress and ultimately in the customer experience. Therefore, they must be advised regarding what a contribution meant and what it looked like. And they must be told that contribution was what was expected, what counted, and what would be counted (Cennmo and Gardner, 2008).

There was a moral to this parable: Don't demand effort; demand contribution. The only way to effectively demanded contribution was to show Y-Generation employees where their contribution added to the big picture, where an employee's contribution added to the organization's overall goals. Morton (2011) argued that overwhelming majority of X-Generation employees had no idea what and how they contributed to the fortunes of the company that employed them. Typically, no one had ever told them, or better yet, showed them how what they did was not just an effort, but a contribution to a win-win-win paradigm: a personal win in terms of their professional development and ability to continue to earned a good living; the enhancement of the company's bottom line, brand, and reputation; and the value delivered to the customer by the company's products and/or services.

VII. CONCLUSION

This study established that to cultivate truly engaged Y-Generation employees, organizations needed to build "linking opportunities" between an organization's want, needs, and culture and the issues that derived employees that garner their attention, passion, and care. One clear path to building linking opportunities was to have an open culture where Y-Generation employees felt they were an integral, essential part of the organization and that they were directly contributing to the organization's goal. When these employees were aligned with the organization's values and mission, and the organization displayed its respect for individuals, Y-Generation employees engaged more actively because they believed that their employer felt and thought as they do. The mission statement was the first step toward defining the terms of an alignment between the organization and the

employees. It's the first step toward finding people who were in sync with the company's goals and values, people who felt that the organization's mission was aligned with the kind of company they wanted to be associated with – the kind of company they wanted to have their professional legacies linked to. The mission statement or credo did not create the organization's value. It described a culture that already existed at the company. Thus, the mission statement or credo could help sustain that culture, but it could not create it. The leadership did that. Therefore, the study concluded that leadership could align organization's culture with the statement by simply and publicly stating the goal.

Influence of Social Satisfaction Factors on Work and Well-Being

The study established that Douglas McGregor's Theory X and Theory Y explained on "Understanding Why Employees Come and Why They Stay," With Theory X Management it was assumed that employees needed to be managed, pushed, and supervised. It assumed that without management, employees would not produce at all unless there was a risk that something would be taken away from them. With Theory Y management, the management orientation was focused on the practical application of Maslow's hierarchy of human needs. Theory Y assume that work comes as naturally to employees as play, and moreover, if employees were given the right guidance, resources, and encouragement, they would naturally produce, and did so very well, with positive outcomes. Thus, McGregor assumed that there can be levity in the workplace and in learning environments, and that levity was the natural disposition of ideal work and educational settings. Therefore, leaders were supposed to introduce fun into the workplace and to foster light-heartedness. Executives certainly did not have to be funny or lead the joke telling. It was far more important that executive and managers were pleasant to be around. And one could be a hardworking driven, and demanding taskmaster, and still be a person with a pleasant demeanour. Fun in the workplace was not mutually exclusive to productivity. Thus, the one actually enhanced the other, and having fun in the workplace was not necessarily an indication that little work was getting done – as long as fun was not reckless and does not violet the value, mission, or established company infrastructure. Therefore the study concluded that when that if sense of fun is in the workplace, the extraordinary becomes common because everyone could be so in the zone that extraordinary acts came naturally to them.

Influence of Reward Satisfaction Factors on Work and Well-Being

The research study also found out that there was a big difference between making an effort, even heroic effort, and making a contribution. Yet even though they were different – and offered wildly different outcomes – the vast majority of organizations, executives, and managers regularly demanded wrong one. Instead of requiring contribution from the people they hired and paid, they opted for demanding effort, and the visible evidence of same, whether it was face time, volume of output, maximum activity, or even the healthy glow of perspiration. The problems for organizations raised because managers who focused on effort were likely to characterized "high energy" perpetual motion employees as "A" players, and view those special talents who appeared to breeze through projects and processes without much stress or wasted motion as uncommitted, or worse. Thus, it was a given that great organizations had carefully nurtured cultures. But that was only part of the battle to draw the best possible contribution from Y-Generation employees. That culture had to be wisely and regularly communicated, so that these employees knew and recognized without doubt what part they played in the company's progress and ultimately in the customer experience. Therefore, the study concluded that they (Y-Generation employees) must be advised regarding what a contribution meant and what it looked like. And they must be told that contribution was what was expected, what counted, and what would be counted.

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